



State of Montana

Strategic Two-Year Plan

For Title I of the Workforce Investment Act of 1998

and the Wagner Peyser Act

**For the period of
JULY 1, 2005 to JUNE 30, 2007**

Montana State Workforce Investment Board
Brian Schweitzer, Governor

State Plan

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Plan Development Process

Describe in one page or less, the process for developing the State Plan.

1. *Include (a) a discussion of the involvement of the Governor and the State Board in the development of the plan, and (b) a description of the manner in which the State Board collaborated with economic development, education, the business community and other interested parties in the development of the State Plan. (112(b)(1).)*
2. *Include a description of how the State handled public comments. (111(g) and 112(b)(9).)*

As of January 3, 2005, Governor Schweitzer became Montana's 22nd Governor. New appointments to the State Board have not been made, so in an effort to meet the timeframe established for submittal of the 2-Year Strategic Plan, the Montana State Workforce Investment Board (State Board) worked to prepare the plan through its current Executive Committee, which has the authority to act on behalf of the State Board. The Chair of the State Board and its Executive Committee instructed State Board staff to coordinate with the collaborative partners to develop the plan content and write the compliance oriented elements.

State Board staff formed a working group of staff from the Governor's Office of Economic Opportunity, the State Board Chair, and mandatory State partner organizations to discuss elements of the plan, including the Governor's vision and strategies and how to align those to meet the federal strategic goals and priorities. In addition, the State Board staff participates on a State Agency Management Team for Workforce Development comprised of lead agency officials from the Governor's Office of Economic Opportunity, Departments of Labor and Industry, Commerce, Public Health and Human Services (DPHHS) including TANF and Vocational Rehabilitation, the Office of Public Instruction, and the Office of the Commissioner of Higher Education. The team worked together to incorporate key elements of the plan and to ensure collaboration of State partners in its development.

The State Board solicited input and suggestions from all State Board and Local Workforce Board members, the administrative entity for the Local Boards, appropriate state agency staff including Secondary and Post Secondary Education, the Labor Market Information Bureau, WIA Oversight Bureau, Department of Public Health and Human Services, Department of Commerce, the Governor's Office, and other interested persons. The Executive Committee met on April 29th, 2005 to discuss the plan in a public forum and obtain input from interested parties and members of the public.

The proposed plan was published over the website in draft form and made available for public comment on April 29, 2005. The State Board Executive Committee met on May 19, 2005 to approve the suggestions and comments that had been incorporated into the plan, as appropriate, and formally approve the draft 2-Year Strategic Plan.

I. State Vision

Describe Governor's Vision For a Statewide Workforce Investment System. Provide a summary articulating the Governor's vision for utilizing the resources of the workforce system in support of the State's economic development that address the issues and questions below. States are encouraged to attach more detailed documents to expand upon any aspect of the summary response if available. (112(a) and (b)(4)(A-C).

A. What are the State's economic development goals for attracting, retaining and growing business and industry within the State? (§112(a) and (b)(4)(A-C).)

Governor Schweitzer has an ambitious economic vision for a "New Day" in Montana. A vision where Montana is not a single economy, but comprised of several economies. The golden crescent, or the Cowboy Boot, is an area that starts in the Northwest, flows south through Missoula, turns East through the Gallatin, and ends in Billings. Within this core, Montana has some of the most robust economic development any place in the country with manufacturing and hi-tech. Population growth is rapid in the area west of the golden crescent, and the economy is forestry and wood product based. Central Montana is agricultural based, and southern and eastern Montana's economies are based on mining, gas, and oil development. Governor Schweitzer wants to show the rest of the nation that Montana is at the center of energy development for the future of this country to include wind, hydro and solar power, coal, natural gas, oil, biomass, and ethanol.

While Montana's economy is varied and widely dispersed, the Treasure State has an abundant supply of minerals; great coal reserves, natural gas, wind power, and the potential for hydrogen development. One of Governor Schweitzer's priorities is to align resources and strategies to promote efficient, safe development of these resources, which is why he has called for an energy summit for the fall of 2005. Part of Governor Schweitzer's vision is to join all the provinces and states that surround Montana, to align resources and industry to add value to the grain production and create a sustainable, renewable supply of ethanol.

Governor Schweitzer's administration is committed to working to implement policies and strategies that will encourage additional integration, and further promote the development of a seamless one-stop system in which Employment Services plays a critical role as the primary job matching resource for employers and job seekers. In addition, the state is committed to investments in K-12 and post secondary education, primarily 2-year schools, and working to better integrate education into the one-stop system to effectively meet business and industry needs, especially in high growth, high demand, and high wage occupations.

Montana must be innovative and flexible in order to provide the best services in a seamless, demand driven system. This will require collaborative partnerships both in Montana and with our surrounding provinces and states, that will build integrated service delivery, eliminate duplication, and provide access to the fullest array of services through a comprehensive, demand-driven One-Stop System.

Montana is committed to expanding upon its resource based economic structure to promote a Value-Added Economy. To do so, we must invest in higher education and promote business and industries that provide living-wage jobs that will keep our citizens living and working in Montana. In addition, the State will work to promote policies and incentives to attract and retain business and industry in Montana, to include the Film Industry. We are working on a strategy to entice Film Makers to utilize

the resources available in Montana for filming major motion pictures, thereby promoting local businesses, services, and economies.

Job creation in new and expanding industries is also a priority of Governor Schweitzer. In order to realize this goal Montana is committed to directing resources to promote skills training for occupations in high-growth, high demand industries, including: alternative energy; value added agriculture; natural resources; building trades; healthcare; and technology based fields including bioscience, information technology, and aerospace.

Governor Schweitzer will also re-implement the Made in Montana program, thereby promoting awareness and enhancing marketing of local business and entrepreneurs. This is vital since the Department of Labor and Industry (DLI) Research and Analysis Bureau reports approximately 88% of all private businesses in Montana are considered small businesses and have fewer than 19 employees.

Another of the Governor's goals for retaining and growing business and industry within the State is to promote the Small Business Administration HUBZone's program in Montana. This program encourages economic development in historically underutilized business zones – "HUBZones" – and provides federal contracting opportunities for qualified small businesses located in distressed areas. Fostering the growth of these federal contractors as viable businesses, for the long term, helps to empower communities, create jobs, and attract private investment. Montana will focus much of this effort on a number of rural counties and Indian Reservations.

B. Given that a skilled workforce is a key to the economic success of every business, what is the Governor's vision for maximizing and leveraging the broad array of Federal and State resources available for workforce investment flowing through the State's cabinet agencies and/or education agencies in order to ensure a skilled workforce for the State's business and industry? (§112(a) and (b)(4)(A-C).)

Governor Schweitzer's vision for maximizing and leveraging limited resources for workforce investment is, in a word, collaboration. In today's environment, it is likely that no one institution, organization, or business can effectively address the range of workforce issues in a community. The systems approach promotes collaboration and leverages resources across public and private groups. In order to leverage the most dollars for services, cooperation and collaboration is essential. Montana will work to eliminate duplication and gain efficiency through policy development in the State Plan, through the work of the State Board, and through communications with state agency leaders, the State Board, local boards, and workforce system partners. Governor Schweitzer has also charged his cabinet with improving coordination with the Office of Public Instruction and the Office of the Commissioner of Higher Education

One of Governor Schweitzer's priorities for collaboration is to improve partnerships with the Native American population in Montana. Montana's seven reservations host a large number of small businesses and industry. In addition, collaborating with Tribal Colleges to promote consistent statewide curriculum development and career ladders in new and emerging industries will ensure a skilled workforce, and job opportunities for Native Americans both on and off the Reservations.

Another priority for collaboration will be to increase partnerships with Faith Based and community organizations in our State. Montana's Governor is committed to working to empower more of America's families, schools, and faith-based and community organizations to address some of our

toughest social problems and help those most in need, and Montana will be innovative and creative in our efforts to build strong ties to these organizations working to assist people in local communities every day. These organizations bring strong community ties, and provide a key aspect of the workforce system with their history of serving the population most at risk.

Members of the Governor's cabinet continue to endorse a State Agency Management Team for Workforce Development comprised of lead agency officials from the Governor's Office of Economic Opportunity, the Departments of Labor and Industry that include representatives from workforce programs and the WIA liaison, Commerce, Public Health and Human Services including TANF and Vocational Rehabilitation, Office of Public Instruction, Office of the Commissioner of Higher Education, and State Board staff. Team meetings are scheduled at least once a month to identify and discuss issues of mutual interest, and improve cooperation and collaboration among departments and services.

Montana will strive to build a partnership with the Montana Commission on Community Service. This organization was established in 1993 by the Governor and the Montana Legislature, and seeks to renew the ethic of civic responsibility by encouraging citizens of all ages and backgrounds to engage in service. They also involve youth in the life and work of communities, and expand service opportunities for all Montanans. The Commission is a diverse, non-partisan, and Governor appointed body representing a broad cross-section of community service interests and statewide leadership in Montana. The Commission's administrative arm, the Governor's Office of Community Service (OCS), is a state agency funded by the Corporation for National and Community Service, the State of Montana, and various private donations. By working closely with this organization, Montana may be able to leverage additional resources to include staff and matching funds to promote workforce development efforts.

In addition, the State Workforce Investment Board will examine the statewide workforce investment system to determine if improvements can be made in service delivery in small or rural communities, and to ensure that funds are allocated in a manner that best represents the interests of businesses and citizens in Montana.

C. Given the continuously changing skill needs that business and industry have as a result of innovation and new technology, what is the Governor's vision for ensuring a continuum of education and training opportunities that support a skilled workforce? (§112(a) and (b)(4)(A-C).)

One of Governor Schweitzer's first actions as Governor was to increase State investment in the Education System. Montana is committed to ensuring education and training opportunities that support a skilled workforce by investing the maximum resources available, and by increasing cooperation and communication among all entities. Education is a vital partner in the workforce system as they promote the demand driven system by ensuring timely response to training and education needs at the local level. Montana will also explore investments in the development of Career Ladders and lattices to encourage a career model of learning, and will work to introduce these models at both the middle school and high school levels. In addition, a priority will be to promote and increase the relationship between the workforce system, Apprenticeship, and 2-year education to encourage curriculum development and training in Montana's high growth, high demand occupations.

Governor Schweitzer also encourages improved development and delivery of workforce information through the One-Stop System. This practice will: support workforce boards and their strategic

planning; provide tools that support business and economic growth within a demand-driven system; and increase the effectiveness of career guidance to students, job seekers, and counselors.

D. What is the Governor's vision for bringing together the key players in workforce development including business and industry, economic development, education, and the public workforce system to continuously identify the workforce challenges facing the State and to develop innovative strategies and solutions that effectively leverage resources to address those challenges? (§112(b)(10).)

Governor Schweitzer will build upon the valiant efforts of the current workforce development system by appointing new State Board members selected from key high growth, high demand industries in Montana. These industries include alternative energy, value added agriculture, natural resources, healthcare, and technology based fields including bioscience, information technology, and aerospace. Governor Schweitzer will also select appointees from across Montana to ensure representation from the many different economic and demographic areas of our State. These business leaders will work with the mandatory program and State Agency partners on the State Board to identify the workforce challenges facing the State and to develop innovative strategies and solutions that effectively leverage resources to address those challenges. To promote this vision, the Governor and his State Board will support the following three initiatives.

First, members of the Governor's cabinet continue to endorse a State Agency Management Team for Workforce Development comprised of lead agency officials from the Governor's Office of Economic Opportunity, the Departments of Labor and Industry that include representatives from workforce programs and the WIA liaison, Commerce, Public Health and Human Services including TANF and Vocational Rehabilitation, Office of Public Instruction, Office of the Commissioner of Higher Education, and State Board staff. Team meetings are scheduled at least once a month to identify and discuss issues of mutual interest, and improve cooperation and collaboration among departments and services. Goals of the Team include analyzing and exploring options to increase the effectiveness and efficiency of Montana's Workforce Development System; identifying and analyzing waiver options; and implementing inter-departmental directives that identify specific expectations of coordination efforts with local and regional economic development organizations.

Second, Montana will work to better develop and utilize the roles of business and industry representation on the State Board and local boards. Montana will explore the possibility of coordinating task forces comprised of members of both the state and local boards to bring together business and industry to identify workforce challenges and develop collaborative strategies and solutions.

Third, the State Board will seek to co-sponsor a joint Annual Planning Session with the local boards. This will ensure cooperation and collaboration for system partners, and provide an opportunity to define performance for systems management. This will also better align resources to identify workforce challenges, and provide a forum for the development of solutions.

E. What is the Governor's vision for ensuring that every youth has the opportunity for developing and achieving career goals through education and workforce training, including the youth most in need, such as out of school youth, homeless youth, youth in foster care, youth aging out of foster care, youth offenders, children of incarcerated parents, migrant and seasonal farmworker youth, and other youth at risk? (§112 (b)(18)(A).)

Governor Schweitzer is committed to creating a collaborative approach to prepare youth for success in a global, demand-driven economy through coordination among agencies with focuses on alternative education, demand-driven models and youth most in need. This is the vision shared by the U.S. Departments of Labor, Education, Justice and Health and Human Services.

In 2004, a team from Montana attended one of the federally-sponsored Regional Youth Forums where the federal partners presented their shared vision for youth. The Montana Team for a Shared Youth Vision included individuals representing foster care, adult and K-12 education, WIA Title IB youth programs, juvenile justice, the Departments of Labor and Industry, Office of Public Instruction, Corrections, Board of Crime Control, Public Health and Human Services, and representatives from Montana's two local workforce area youth councils and their administrative entity. The Team identified opportunities for collaboration that included identifying potential partners in the state to connect with and the benefits of making those connections; and drafted a work plan that outlines how the team will develop a common vision for youth and the action steps needed.

The Montana Team for a Shared Youth Vision has since added action steps to the original work plan, that include working toward achieving the shared vision for youth by inviting other youth organizations to participate and work together for better integration and coordination at the state and local levels. While the Team is still in the early stages of planning, the expected outcome is to actively engage the Governor in a shared vision and to make recommendations to the Governor that the team feels confident will ensure continued coordination around youth workforce issues.

The State Board will work with the Montana Team for a Shared Youth Vision to collaborate and develop strategies to implement the Youth Work Plan.

II. State Workforce Investment Priorities

Identify the Governor's key workforce investment priorities for the State's public workforce system and how each will lead to actualizing the Governor's vision for workforce and economic development. (§§111(d)(2) and 112 (a).)

The Governor's key workforce investment priorities for Montana's public workforce system are:

1. **Expand Montana's One-Stop System.**

Montana recognizes that integration of services is key to an effective, cost-efficient system. Therefore, we will strive to certify a minimum of one new One-Stop in each of Montana's 12 Montana Association of Counties (MACo) Districts, excluding District 8 and 12, within the next two years. Within Districts 8 and 12, Montana will strive to certify a minimum of one additional One-Stop within the next two years. This represents an effort by Montana to expand the One-Stop System. If the above goal can not be reached within the two year period covered by this Plan, the expansion of the system will be addressed further in the subsequent State Plan.

This strategy includes promoting the role of Community Management Teams (CMT's). Community Management Teams were organized under the original WIA 5-Year State Plan in regions – areas within a hundred miles of a community that offers workforce development services. The CMTs include mandatory and many optional partners. Under the guidance and

support of the Private Industry Councils and the State, those original CMTs began the process of preparing for One-stop certification under the WIA of 1998.

Promoting the role of the CMT's under the State 2-Year Plan will afford maximum flexibility for local development of the certified One-Stop System. MACo will be encouraged to play a greater role in collaborating with CMT's, Job Service Employer Councils (JSECs), local boards and regional and local economic development organizations, and to participate in the development of the one-stop system at the most local level.

- a. Co-location of One-Stop Centers will be encouraged, however Virtual One-Stops and affiliate sites will be allowable under this plan where local CMT's and boards determine it is in the best interest of the community, or when it is not financially or otherwise reasonable to co-locate. The focus for this two-year period will be on providing access to services, not to a single "site".
- b. The State Board has developed minimum statewide criteria for One-Stop Certification, taking into account the excellent work performed by local boards under the original 5-year plan. Montana's local boards worked diligently to develop and implement One-Stop Certification criteria, and the State Board will incorporate much of the local boards' efforts.
- c. A list of definitions is attached hereto as Attachment G.

This will actualize the Governor's vision to coordinate and integrate services to effectively leverage local resources and meet needs at the local level.

2. Collaboration of Partners and Integration of Services.

Montana and the State Board will encourage integration of services and collaborative partnerships wherever possible to expand services and ensure the most cost effective use of funding by reducing duplication. Current strategies include the following:

- o The State Agency Management Team for Workforce Development is comprised of lead agency officials from the Governor's Office of Economic Opportunity, the Departments of Labor and Industry that include representatives from workforce programs and the WIA liaison, Commerce, Public Health and Human Services including TANF and Vocational Rehabilitation, Office of Public Instruction, Office of the Commissioner of Higher Education, and State Board staff. Team meetings are scheduled at least once a month to identify and discuss issues of mutual interest, and improve cooperation and collaboration among departments and services. In this way, the Team works to enhance workforce development coordination and communication efforts among state agencies and promote the merits of integration of workforce development programs administered by state agencies.
- o Montana intends to begin implementation of the Integrated Performance Information (IPI) Blueprint that was generated as a result of the US Department of Labor sponsored "IPI Project". This will require information sharing across agencies and programs, ensure common reporting for performance systems management, and encourage partnerships at all levels of the workforce system.
- o The Governor has tasked the State Board with pursuing strategies or solutions to target the Native American population in Montana in an effort to better serve the unique workforce and economic

development needs found on the Reservations. The State Board will consider provisions that complement and align with the provisions of WIA Section 166.

- Montana was one of six states that participated in the National Governor's Association (NGA) State Policy Academy on Creating the Next Generation of Workforce Development Policy. The Academy was a highly interactive team-based process for crafting policy strategies and solutions to complex policy challenges. The NGA Academy Team was comprised of high-level representatives of workforce development, education, business, and economic development organizations. The final report from the Academy was submitted to Montana's Governor in October 2004 citing several recommendations. The Montana Team intends to continue their work beyond the sponsorship of the NGA Academy project to assist with the implementation of their recommendations, and to enhance opportunities for successful workforce development strategies.
- To align with the federal direction of innovation, Montana will seek out new and creative partnerships, such as with the Montana Commission on Community Service. This organization was established in 1993 by the Governor and the Montana Legislature, and seeks to renew the ethic of civic responsibility by encouraging citizens of all ages and backgrounds to engage in service. They also involve youth in the life and work of communities, and expand service opportunities for all Montanans.

The Commission is a diverse, non-partisan, and Governor appointed body representing a broad cross-section of community service interests and statewide leadership in Montana. The Commission's administrative arm, the Governor's Office of Community Service (OCS), is a state agency funded by the Corporation for National and Community Service, the State of Montana, and various private donations. By working closely with this organization, Montana may be able to leverage additional resources to include staff and matching funds to promote workforce development efforts.

- In an effort to align with the federal strategic priority of a flexible and demand driven workforce system, Montana will work to promote and develop a "Business One-Stop" concept. The Flathead Regional Business Center will serve as a model of business assistance services, and advocates that coordination of business resources, one-stop access, and the co-location of programs is the best way to serve the business sectors of their region. On-site partners include: The Kalispell Chamber of Commerce, Small Business Development Center, Job Service Business Advocates, Community College, Department of Commerce Regional Development Officer, Manufacturing Extension Center, Procurement Technical Assistance Center, Regional Convention & Visitor Bureau, and fourteen additional "virtual" partners who are off site.

Communities or regions that have the desire and ability to implement a Business One Stop will have maximum flexibility to do so. Cooperation with the local board and CMT is encouraged, as is customization of the One-Stop (virtual or physical) based upon the partners available in the region, available infrastructure and resources, etc. The State Board will develop "best practices" and disseminate and market the information to local areas, including Labor Market Information products. The State Board will also identify and direct technical assistance to the extent possible, and encourages the inclusion of Local and Regional economic development organizations in development of the Business One-Stop model.

- In a further effort to align with the federal strategic priority of a flexible and demand driven workforce system, Montana, through its State Board and local boards, will work to promote Workforce Learning Academies for delivery to the state's labor market areas. Workforce Learning Academies are designed to build a competitive, promotable, and sustainable workforce by addressing the issues of recruiting, training, and retaining skilled workers. Additionally, this may be used as a forum for identifying the skills sets that will be needed in different regions of the state to begin preparing for the skills shortage.

Academies have two phases: 1) Conducting research to better understand the challenges businesses encounter as they hire, train, and retain employees, and 2) Academies where national and local experts discuss challenging employment issues and successful employment practices. The goal of the Academies is for business owners and human resource professionals to come away with solid ideas about workable systems that can maximize the potential of new and existing workers in local labor market areas. These Academies have been successfully implemented in Kalispell, Bozeman, and Helena and these communities can serve as a model for a state-wide roll-out.

- An additional effort which aligns with the federal strategic priority of a flexible and demand driven workforce system is the Business Expansion And Retention Programs (BEAR) being developed across the State of Montana. The model BEAR program began in Yellowstone County as a collaborative effort of Big Sky EDA, the Billings Area Chamber of Commerce, Billings Job Service Workforce Center, Montana State University - Billings, Montana Manufacturing Extension Center, Montana Department of Commerce, NorthWestern Energy and Beartooth RC&D. The BEAR Program reaches out directly to individual businesses. The BEAR personnel interview the subject business to identify challenges, assesses the challenges facing the business, and provides appropriate resources in a timely manner to solve those challenges, allowing the business to expand or to remain a viable entity in the community. The model BEAR Program has assisted over 120 businesses with Workforce Development, Scholarships for Incumbent Worker Training, Human Resource and Personnel Management, Financing, Manufacturing Consulting, Marketing, Business Plan Development, Information Technology and many other areas.

Aggregate data on labor market and workforce needs are gathered and provided to MSU - Billings (MSU-B) and MSU-Billings College of Technology (MSU-B COT). The flow of aggregate data on workforce needs aligns with the Governor's vision of a fully involved education system as a vital partner who can provide timely, demand driven training and educational solutions at the local level. The links developed between employers, 2-year education and BEAR promote the development of helpful relationships within the workforce system.

The State Board is committed to promoting "best practices" for partnerships such as those exhibited in the BEAR Program, and will work to disseminate and market-relevant information and strategies to local areas. The State Board will also encourage the participation of CMTs, local boards, and local and regional economic development organizations in the formation and operation of partnerships.

These strategies will attain the Governor's vision of creating a flexible, seamless, demand driven system that addresses high growth, high demand occupation training needs, while minimizing wasteful duplication of services. In addition, the strategies will promote efficiency across programs and through the system to deliver the most financial and other resources to the local level, and

provides access to the largest array of services. Montana is committed to becoming a demand-driven system that successfully raises customer awareness and usage of the workforce system by integrating services and marketing principles that will create business solutions that both employers and the workforce value highly.

3. Increased use of Waivers to address rural needs in Montana.

Montana will research and use as much flexibility as possible through the use of waivers to address local workforce needs specific to a rural state and its rural communities. Montana's low population density, coupled with the nation's fourth largest geographic area, puts the State in a position to take advantage of the use of waivers to be innovative in our approach to meet these unique rural needs. Montana will follow federal requirements for applying for waivers under the Workforce Investment Act.

4. Improved development and delivery of workforce information.

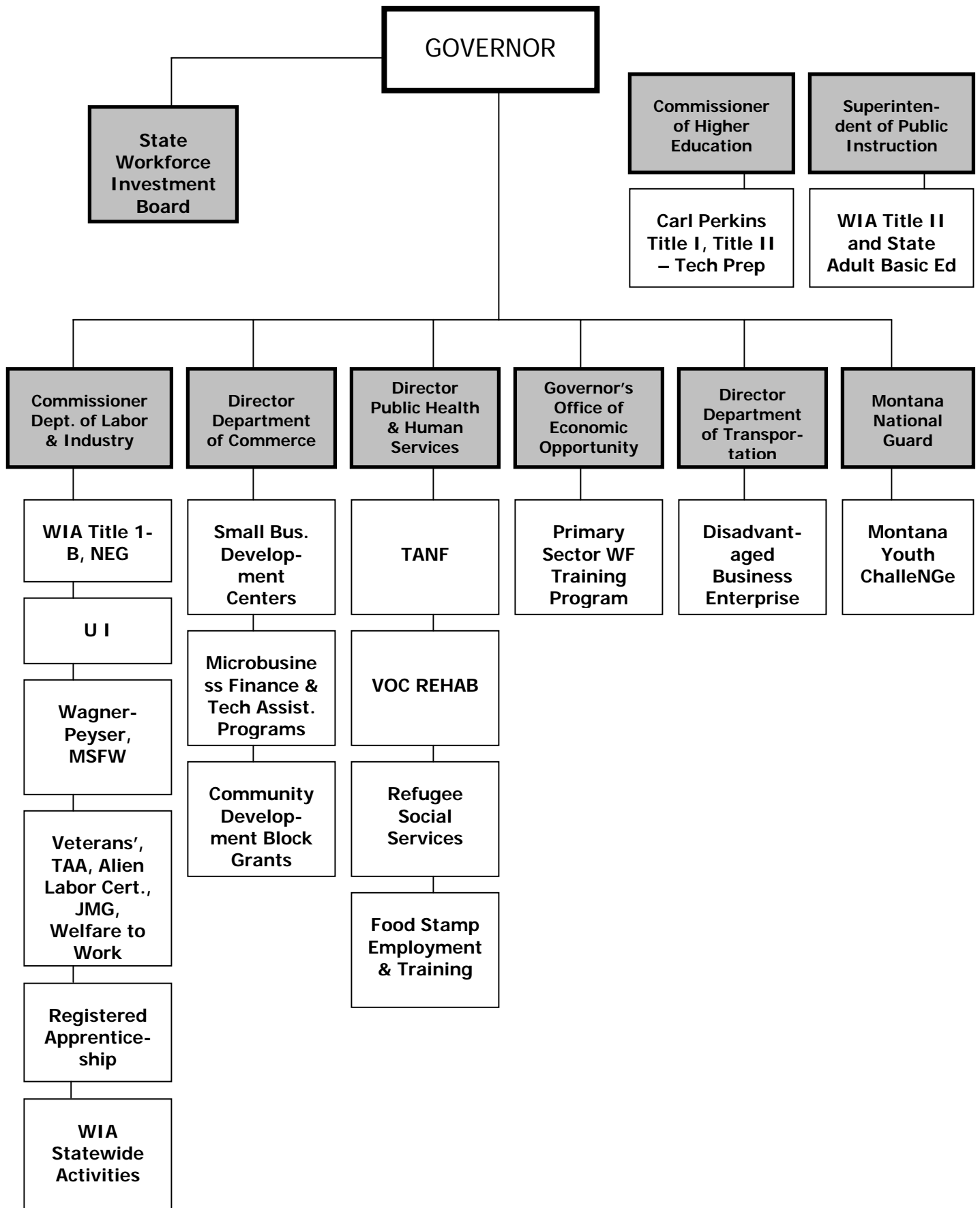
Montana will work to improve the development and delivery of workforce information by: continuing to promote Labor Market Information (LMI) training for state and local board members, state agency staff, workforce system professionals and One-Stop staff; better support local workforce boards and their strategic planning; provide tools that support business and economic growth; and offer quality career guidance to students, job seekers, and counselors through the One-Stop System.

III. State Governance Structure

A. *Organization of State agencies in relation to the Governor:*

1. *Provide an organizational chart that delineates the relationship to the Governor of the agencies involved in the public workforce investment system, including education and economic development and the required and optional One-Stop partner programs managed by each agency.*

Please see next page.



2. *In a narrative describe how the agencies involved in the public workforce investment system interrelate on workforce and economic development issues and the respective lines of authority.*

The Governor appoints a Commissioner or Director for the agencies identified in the chart, who are members of the Governor's cabinet. As such, they meet weekly with the Governor, to allow for communication of issues and collaboration on solutions. Within the agencies, an Administrator oversees each Division and reports to the Commissioner or Director.

The Superintendent of Public Instruction is a state-wide elected position and oversees workforce education programs such as Adult Basic Education and K-12. The Commissioner of Higher Education is a competitively hired position. The Commissioner of Higher Education oversees certain vocational and economic development funding that is used by community colleges to develop and provide curriculum.

The above officials are appointed members of the State Board, and senior staff personnel for these agency officials participate on the State Agency Management Team for Workforce Development. All parties, in conjunction with the business majority on the state board, collaborate in developing policy for Montana's workforce investment system.

The Statewide Workforce Programs and Oversight Bureau, within the Department of Labor and Industry, represents the Governor by overseeing and monitoring all aspects of Title 1B of the federal Workforce Investment Act. On behalf of the Governor, the Bureau ensures that programs have a high level of accountability and are following all requirements of the federal act with regard to performance outcomes and customer satisfaction measures. The Bureau is required to validate, track, and report that information to the US Department of Labor; and these outcomes can in turn influence funding levels for Montana. Additionally, the Bureau negotiates program indicators used to measure performance and the results for the Workforce Investment Act and other programs such as Wagner-Peyser. The Bureau tracks and measures customers' usage of services, as well as their satisfaction with those services. Long-term outcomes are measured for individuals who access the system, and are used to determine if the system is on track and program operators are providing the best services to Montanans.

B. State Workforce Investment Board (§112(b)(1).)

1. *Describe the organization and structure of the State Board. (§111.)*
2. *Identify the organizations or entities represented on the State Board. If you are using an alternative entity which does not contain all the members required under section 111(b)(1), describe how each of the entities required under this section will be involved in planning and implementing the State's workforce investment system as envisioned in WIA. How is the alternative entity achieving the State's WIA goals? (§111(a-c), 111(e), and 112(b)(1).)*

The State Board has two officers who are appointed by the Governor: The Chair and the Vice-Chair, and their offices are of an indeterminate length. The Chair and Vice-Chair are members of the private sector and serve at the pleasure of the Governor. The Chair has the responsibility to call and preside at all State Board meetings and perform other duties as

required. The Vice-Chair acts as the Chair in the Chair's absence and performs other duties as required.

The State Board accomplishes its work through a committee structure comprised of four (4) standing committees, and one ad hoc committee. The four standing committees perform continuing functions and are comprised of State Board members. The ad hoc committee is appointed by the State Board Chair to carry out specified tasks and perform a specific function. The ad hoc committee can include members who are not appointed members of the State Board, but the majority must constitute State Board members. A brief description of the State Board's standing and ad hoc committees follows:

Executive Committee: The Executive Committee is comprised of the officers and no more than ten at-large representatives, and is composed of a majority of business members. The at-large representatives of the Executive Committee shall be members of the State Workforce Board and are appointed by the Chair. At-large members are appointed for one-year terms and may serve multiple terms. The Executive Committee has all of the authority of the State Workforce Board whenever State Workforce Board action is required.

Performance and Accountability Committee: The Performance and Accountability has adopted a charge to develop meaningful accountability measures for Montana's workforce development system. Measures will be used to evaluate the training programs, workforce-planning efforts, and the services offered through the One-Stop system in the State. They have coordinated with the Integrated Performance Information (IPI) project and will work to incorporate the IPI Blueprint into common performance measurement in Montana's workforce development system. They also work to design and implement products that provide quality intelligence and clearly communicate, at all levels and across programs, the progress and performance of the workforce system.

Economic Development and Business Retention Committee: The Economic Development and Business Retention Committee has adopted the charge of determining the specific workforce needs of businesses statewide, and developing strategies to address those needs. They work to engage employers of the state, in a sector-by-sector approach, to determine the specific needs of each sector, and prioritize training needs and encourage directing state training funds to address those needs.

The Workforce Systems (Regulatory) Committee: The Workforce Systems Committee's charge is to oversee and coordinate the implementation of the Governor's and the State Board's strategic workforce development plans through the actions and operational directives of the state's executive agencies. In addition, they ensure compliance with applicable laws and regulations governing workforce development programs, and bring policy issues and recommendations to the State Board.

Ad Hoc Apprenticeship Advisory Committee: The Montana Apprenticeship Advisory Committee is an ad hoc committee of the State Board, comprised of a majority of State Board members, with ad hoc committee members who are apprenticeship sponsors and business owners, with expertise in apprenticeable occupations. They are committed to partnering with business, labor and education to actively promote awareness of, and the benefits and successes of career opportunities in Registered Apprenticeable Occupations.

Other committees will be appointed depending on need, to address issues as they arise.

3. Describe the process your State used to identify your State board members. How did you select board members, including business representatives, who have optimum policy-making authority and who represent diverse regions of the State as required under WIA? (20CFR 661.200).)

Governor Schweitzer posted a Boards and Councils section on the State's home page, calling for Montanans who were interested, to apply to sit on his public Boards and Councils. The site contained an on-line application form, and also provided the opportunity to make nominations. Governor Schweitzer also sent a letter to each individual who was a member of the State Board when he took office, thanking them for their service and encouraging them to apply if they were interested in being reappointed to the State Board.

Nominations for business representatives are received from across the state, and the Governor's Office solicit labor nominations from state labor federations as required under WIA. Association members also apply for appointment to the board. The Governor's Office ensures the individual has optimum policy making authority and meets the required criteria of representation as prescribed in the law. The State Board works closely with the Governor's Appointment Secretary to fill vacancies as they occur. The Governor carefully selects appointees from a list of nominations and applicants, to ensure the membership represents Montana's diverse economy, geography, population, and the high growth, high demand industries.

Members of the State Board are appointed by the Governor in accordance with WIA Section 111(b). The members represent the many facets of workforce development including business, labor, public education, higher education, economic development, youth activities, state agency leaders, and employment and training, as well as the State Legislature. Two legislators are appointed by the presiding leadership of each chamber of the Montana Legislature.

4. Describe how the board's membership enables you to achieve your vision described above. (§§111(a-c) and 112(b)(1).)

State Board membership complies with the requirements of federal law, and is comprised of representatives from key workforce partners and stakeholders from both the public and private sectors in Montana. The business leadership on the State Board is integral to achieving a demand-driven workforce system that provides the strategic framework for workforce investment in our State, and to focusing on the Governor's priority for integrating services to be responsive in a demand-driven system.

Public sector members represent key stakeholders in the system, including mandatory and optional One-Stop partners and programs. They assist the State Board and the Governor in understanding the State and local administrative issues related to coordinating the diverse array of programs and services, and in serving a diverse population of citizens and industries. Members are selected based upon their individual leadership experience and abilities, and because they represent the broad geographic, economic, and political diversity of the State. Members are leaders in their communities, as well as in business and in government, and

have vested themselves and their communities in preparing Montana's workforce to support economic development and improving the quality of life for all Montanans.

5. *Describe how the Board carries out its functions as required in sec. 111 (d) and 20 CFR 661.205. Include functions the Board has assumed that are in addition to those required. Identify any functions required in sec. 111 (d) the Board does not perform and explain why.*

The State Board is responsible for assisting the Governor in those functions described in WIA Section 111(d). These functions are carried out through the State Board's standing and special committees, which are chaired by State Board members. The committees and State Board publicly deliberate policy issues and direct staff work in order to effectively carry out the State Board's functions. Any products and policies developed by committees are presented to the full State Board for action. Once policies are adopted, the State Board works closely with the appropriate state agency or entity to implement policy and distribute products. The State Board maintains a website to publish products and to inform the public and stakeholders of policy recommendations or products that have been developed.

In addition to required functions, the State Board is committed to coordinating with Tribal Governments on workforce and economic development issues, and working to identify strategies and solutions to unique workforce issues facing Native Americans.

6. *How will the State board ensure that the public (including people with disabilities) has access to board meetings and information regarding State board activities, including membership and meeting minutes? (20 CFR 661.205)*

The State Board deliberates issues at open public meetings in conformance with Montana's open meeting laws and constitution, and the WIA Sunshine Provision. The State Board utilizes its website to provide board members and the public with direct access to information on a variety of workforce investment issues, including meeting agendas, board member lists, products and policies, draft documents for public review and comment, and workforce resources. A notification is sent electronically to list-serve subscribers and board members advising of upcoming meetings and meeting materials once they are posted on the website. Meeting minutes are posted on the website once approved by the appropriate sub-committee or the State Board. On all documents relative to board meetings, notice is given asking that individuals requiring auxiliary aids, or special services and accommodations, contact State Board staff. Meeting facilities are selected to allow for wheel chair access. Official minutes are offered in alternative formats upon request.

7. *Identify the circumstances which constitute a conflict of interest for any State or local workforce investment board member or the entity that s/he represents, and any matter that would provide a financial benefit to that member or his or her immediate family. (§§111(f), 112(b)(13), and 117(g).)*

Members of the State Board are subject to the provisions of WIA Section 111 governing conflict of interest. In addition, the Board has adopted a Conflict of Interest Policy that is provided to board members, and is posted on the State Board website. A copy of the State Board's Policy is provided as Attachment E.

8. *What resources does the State provide the board to carry out its functions, i.e., staff, funding, etc.?*

Governor Schweitzer has committed a portion of the WIA Discretionary funds to be used to carry out State Board activities. These funds provide for state staff positions, and include operating expenses such as facilities, travel, and meeting preparation costs. The staff plans, develops, and implements State Board and committee meetings, carries out assignments from the State Board or committees, and implements action items upon request following each meeting. Staff researches issues and provides background material required by board members or committees, and facilitates high-level policy discussion. The staff also maintains the State Board website, provides training, and other supportive services as required. The State Board Director holds a leadership role in the preparation and planning of board meetings, and also assists in advising special committee chairs and vice chairs.

C. Structure/Process for State agencies and State Board to collaborate and communicate with each other and with the local workforce investment system (112(b)(8)(A).)

1. *Describe the steps the State will take to improve operational collaboration of the workforce investment activities and other related activities and programs outlined in section 112(b)(8)(A), at both the State and local level (e.g., joint activities, memoranda of understanding, planned mergers, coordinated policies, etc.). How will the State Board and agencies eliminate any existing State-level barriers to coordination? (111(d)(2) and 112(b)(8)(A).)*

The State Board, through its broad membership, encourages collaboration among both State and local public and private entities. This collaboration is further demonstrated through the State Board's committee structure. Members of the State Board's committees include representation from local areas and/or local boards, business leaders, mandatory and optional system members, and local and State partner entities and stakeholders that have a vested interest in workforce issues. Additionally, there is a strong link with 2-year education on the State Board and its committees.

2. *Describe the lines of communication established by the Governor to ensure open and effective sharing of information among the State agencies responsible for implementing the vision for the workforce system and between the State agencies and the State Workforce Investment Board (SWIB).*

Open lines of communication are established through the representation of cabinet-level agency directors on the State Board, including the Governor's Chief Economic Development Officer, the Commissioner of the Department of Labor and Industry (DLI), Director of the Department of Public Health and Human Services (DPHHS), the Commissioner of Higher Education, the Director of 2-Year Education and Workforce Development, the Superintendent of Public Instruction, and the Director of the Department of Commerce. The Department of Labor and Industry also has a WIA liaison that works closely with both the State Board and staff to ensure communication relative to workforce policy and oversight issues.

Additionally, members of the Governor's cabinet continue to endorse a State Agency Management Team for Workforce Development comprised of lead agency officials from the Governor's Office of Economic Opportunity, the Departments of Labor and Industry that include representatives from workforce programs and the WIA liaison, Commerce, Public Health and Human Services including TANF and Vocational Rehabilitation, Office of Public Instruction, Office of the Commissioner of Higher Education, and State Board staff. Team meetings are scheduled at least once a month to identify and discuss issues of mutual interest, and improve cooperation and collaboration among departments and services.

State agency representatives who serve on the State Board also participate on its committees to coordinate and improve communication with business representatives and program operators from across the State.

3. *Describe the lines of communication and mechanisms established by the Governor to ensure timely and effective sharing of information between the State agencies/State Board and local workforce investment areas and local Boards. Include types of regularly issued guidance and how Federal guidance is disseminated to local Boards and One-Stop Career Centers. (112(b)(1).)*

Policies adopted by the SWIB are deliberated upon in open public forums. Once the policies are recommended to and/or adopted by the Governor, they are distributed to an extensive list of interested persons and stakeholders, including state partners and local board members. This is done through an email distribution list which is maintained by the state board staff. In addition, State Board policies and documents are posted on the State Board's website for public access.

In Montana, there is a written agreement signed by the Department of Labor and Industry and local board officers, which establishes communication practices and requires quarterly meetings to ensure the dissemination of information and policies.

4. *Describe any cross-cutting organizations or bodies at the State level designed to guide and inform an integrated vision for serving youth in the State within the context of workforce investment, social services, juvenile justice, and education. Describe the membership of such bodies and the functions and responsibilities in establishing priorities and services for youth. How is the State promoting a collaborative cross-agency approach for both policy development and service delivery at the local level for youth?*

In 2004, a team from Montana (will be referenced as the Montana Team for a Shared Youth Vision or the Team in the youth portions of the State Plan) attended one of the federally-sponsored Regional Youth Forums where the federal partners presented their shared vision for youth. The Montana Team for a Shared Youth Vision included individuals representing foster care, education, WIA Title IB youth programs, and juvenile justice from the State of Montana Departments of Labor and Industry, Office of Public Instruction, Department of Corrections, Board of Crime Control, Department of Public Health and Human Services and representatives from Montana's two local workforce area youth councils and their administrative entity. The Team identified opportunities for collaboration that included identifying potential partners in the state to connect with and

the benefits of making those connections; and drafted a work plan that outlines how the team will develop a common vision for youth and the action steps needed.

The Montana Team for a Shared Youth Vision has since added action steps to the original work plan, that include working toward sharing, and achieving the shared vision of creating a collaborative approach to prepare youth for success in a global, demand-driven economy through coordination among agencies with focuses on alternative education, demand-driven models and youth most in need. The Team plans to invite other youth organizations to participate and work together for better integration and coordination at the state and local levels. While the Team is still in the early stages of planning, the expected outcome is to actively engage the Governor in a shared vision and to make recommendations to the Governor that the team feels confident will ensure continued coordination around youth workforce issues. Additionally, the Team hopes to encourage conversation around a collaborative approach to addressing workforce development issues for youth most in need, such as out-of-school youth, homeless youth, youth in foster care, youth aging out of foster care, youth offenders, children of incarcerated parents, migrant and seasonal farm-worker youth, and other youth at risk. Collaboration could include policy development, common definitions, common forms, strategies for referrals and integrated service delivery where possible.

IV. Economic and Labor Market Analysis (112(b)(4).)

As a foundation for this strategic plan and to inform the strategic investments and strategies that flow from this plan, provide a detailed analysis of the State's economy, the labor pool, and the labor market context. Elements of the analysis should include the following:

A. What is the current makeup of the State's economic base by industry?

According to the Bureau of Business and Economic Research, Montana's basic industries include Federal Government (civilian), Transportation, Selected Manufacturing, Nonresident travel, Agriculture and related industries, Wood and Paper, Mining, and the Military. Table one shows the percentage of total basic industry labor income accounted for by each industry.

Table 1

Industry	Percent of total labor income
Federal Government (civilian)	23%
Transportation	16%
Selected Manufacturing	13%
Nonresident travel	12%
Agriculture and Related	11%
Wood and Paper	10%
Mining	8%
Military	7%

Source: Bureau of Business and Economic Research

Basic industries are important to the overall health of the state's economy because they sell a product or service that brings in money from outside the state. The Federal Government is considered a basic industry in Montana because it brings money into the state in the form of federal spending. According

to the tax foundation, Montana receives \$1.60 in federal spending for every \$1.00 paid in federal taxes, the seventh highest ratio in the nation.

B. What industries and occupations are projected to grow and/or decline in the short term and over the next decade?

The Research and Analysis Bureau produces both short term (2 year) and long term (10 year) industry and occupational projections. Our most recent industry projections are from 2002-2012 and 2004-2006. Our most recent occupational projections cover 2003-2005 and 2002-2012. Table 2 shows the top 10 growing occupation in terms of both percent growth and total number of new jobs. Table 3 shows the top 10 declining occupations. Growth rates are over the entire projection period. Projected growth rates for all occupations are available on our website: www.ourfactsyourfuture.org. New projections are due to the Employment and Training Administration on June 30.

Table 2: Growing Occupations

Long Term-Highest % Growth		Short Term-Highest % Growth	
Occupation	Rate	Occupation	Rate
Computer Software Engineers, Systems Software	69%	Helpers-Extraction workers	15%
Network Systems and Data Communications Analysts	65%	Network Systems and Data Communications Analysts	13%
Fitness Trainers and Aerobics Instructors	65%	Roustabouts, Oil and Gas	13%
Private Detectives and Investigators	61%	Septic Tank Servicers and Sewer Pipe Cleaners	13%
Personal Financial Advisors	59%	Private Detectives and Investigators	12%
Social and Human Service Assistants	58%	Personal Financial Advisors	11%
Roofers	56%	Glaziers	11%
Carpet Installers	53%	Pesticide Handlers, Sprayers, and Applicators, Vegetation	10%
Heating, Air Conditioning, and Refrigeration Mechanics and Installers	53%	Earth Drillers, Except Oil and Gas	10%
Medical Assistants	53%	Roofers	10%
Long Term-most new jobs	Jobs	Short Term-most new jobs	Jobs
Carpenters	4090	Carpenters	612
Registered Nurses	2620	Child Care Workers	403
Waiters and Waitresses	2590	General and Operations Managers	324
Retail Salespersons	2480	Retail Salespersons	305
General and Operations Managers	2260	Truck Drivers-Heavy and Tractor Trailer	303
Child Care Workers	2050	Waiters and Waitresses	294
Construction Laborers	1750	Construction Laborers	249
Combined food preparation and serving workers, including fast	1700	Registered Nurses	244

food			
Post-secondary teachers	1660	Personal and Home Care Aides	238
Janitors and Cleaners	1620	Landscaping and grounds keeping workers	234

Table 3: Declining Occupations

Long Term-Lowest % Growth		Short Term-Lowest % Growth	
Occupation	Rate	Occupation	Rate
Wellhead Pumpers	-32%	Weighers, Measurers, Checkers, and Samplers, Record keeping	-17%
Word Processors and Typists	-30%	Industrial Engineering Technicians	-13%
Logging Equipment Operators	-26%	Electrical and Electronic Equipment Assemblers	-12%
Electrical and Electronic Equipment Assemblers	-25%	Dental Laboratory Technicians	-12%
Sawing Machine Setters, Operators, and Tenders- Wood	-21%	Multiple Machine Tool Setters, Operators, and Tenders- Metal and Plastic	-10%
Industrial Engineering Technicians	-21%	Furnace, Kiln, Oven, Drier, and Kettle Operators and Tenders	-9%
Furnace, Kiln, Oven, Drier, and Kettle Operators and Tenders	-19%	Sawing Machine Setters, Operators, and Tenders- Wood	-9%
Bindery Workers	-18%	Cementing and Gluing Machine Operators and Tenders	-8%
Prepress Technicians and Workers	-18%	Millwrights	-8%
Computer Operators	-17%	Word Processors and Typists	-7%
Long Term-Least new jobs	Jobs	Short Term-Least new jobs	Jobs
Farmworkers and laborers, crop, nursery, and greenhouse	-360	Weighers, Measurers, Checkers, and Samplers, Record keeping	-136
Farm, Ranch, and other agricultural managers	-330	Farmers and Ranchers	-103
Logging Equipment Operators	-250	Stock Clerks and Order Fillers	-61
Stock Clerks and Order Fillers	-230	Sawing Machine Setters, Operators, and Tenders- Wood	-59
Sawing Machine Setters, Operators, and Tenders, Wood	-150	Team Assemblers	-55
Telemarketers	-150	Postal Service Mail Sorters and Processors	-53
Postal Service Mail Sorters and Processors	-120	Telemarketers	-50
Computer Operators	-110	Postal Service Mail Carriers	-49
Secretaries, Except Legal, Medical, and Executive	-100	Logging Equipment Operators	-48
Word Processors and Typists	-90	Cooks, Institution and Cafeteria	-43

Turning to industries. Tables 4 and 5 list the top 3 projected fastest growing and fastest declining industries in the State in terms of both percentage increase and number of jobs. Once again, complete industry projections can be found at www.ourfactsyourfuture.org.

Table 4

Long-Term Projections 2002-2012				
Industries with largest numeric increase				
Industry	2002 Employment	2012 Employment	Numeric Change	Percent Change
Food Services and Drinking Places	32417	42351	9934	31%
Administrative and Support Services	13943	19915	5972	43%
Professional, Scientific, and Technical Services	16078	20992	4914	31%
Industries with largest percentage increase				
Other Schools and Instruction	568	991	423	74%
Waste Management and Remediation Services	689	1168	479	70%
Social Assistance	7932	11422	3490	44%
Industries with largest numeric decrease				
Gasoline Stations	5911	4387	-1524	-26%
Wood Product Manufacturing	5318	4521	-797	-15%
Animal Production	3976	3420	-556	-14%
Industries with largest percentage decrease				
Oil and Gas Extraction	418	250	-168	-40%
Primary Metal Manufacturing	531	339	-192	-36%
Computer and Electronic Product Manufacturing	567	376	-191	-34%

Table 5

Short-Term Projections 2004-2006				
Industries with largest numeric increase				
Industry	2004 Employment	2006 Employment	Numeric Change	Percent Change
Food Service and Drinking Places	36441	37726	1285	4%
Construction of Buildings	7759	8670	911	12%
Administrative and Support Services	16097	16906	809	5%
Industries with largest percentage increase				
Support Activities for Mining	1799	2187	388	22%

Plastics and Rubber Manufacturing	263	298	35	13%
Construction of Buildings	7759	8670	911	12%
Industries with largest numeric decrease				
Local Government	31133	29774	-1358	-4%
Food and Beverage Stores	9078	8863	-215	-2%
Accommodations	12845	12678	-167	-1%
Industries with largest percentage decrease				
Primary Metal Manufacturing	311	193	-118	-38%
Support Activities for Agriculture and Forestry	562	500	-62	-11%
Transit and Ground Passenger Transportation	794	733	-61	-8%

C. *In what industries and occupations is there a demand for skilled workers and available jobs, both today and projected over the next decade? In what numbers?*

We do not have a good way to measure current job openings. One proxy for current demand is wage growth. One would assume that if there is a shortage of workers in a particular occupation, then wages in that occupation would rise. The following table lists the occupations that have experienced the sharpest wage growth over the past year, together with their entry-level educational requirements as defined by the Bureau of Labor Statistics.

Occupation	Mean Wages	%change	Education Level
Real Estate Sales Agents	45210	79.3%	Post-Secondary Vocational Training
Jewelers and Precious Stone and Metal Workers	35430	39.2%	Post-Secondary Vocational Training
Demonstrators and Product Promoters	21790	34.3%	MT OJT
Massage Therapists	38800	30.9%	Post-Secondary Vocational Training
Operations Research Analysts	47110	30.3%	Masters Degree
Funeral Directors	52320	28.9%	Associate Degree
Purchasing Managers	55940	27.6%	Bachelor's Degree + Work Experience
Camera Operators, Television, Video & Motion Pict.	23200	27.2%	MT OJT
Mixing and Blending Machine Setters, Operators	35600	27.0%	MT OJT
Control and Valve Installers and Repairers	43720	26.8%	MT OJT

As can be seen in the table, 6 of the ten occupations with the fastest wage increases between 2002 and 2003 require some training beyond high school, while the other four only require medium-term on the job training.

The next table lists jobs that are projected to experience strong job growth between 2002 and 2012 and also have higher wages than the state average. Half of these occupations require some sort of formal post-secondary education.

Occupation	Number of Openings	Education Level
Carpenters	6,183	LT OJT

Registered Nurses	4,314	Associate Degree
General and Operations Managers	4,304	Bachelor's Degree plus work Exp.
Truck Drivers, Heavy and Tractor-Trailer	2,803	MT OJT
First-line Supervisors/Managers of Retail Sales Workers	2,471	Work Exp. In Related Occupation
Automotive Service Technicians and Mechanics	2,007	Post Secondary Voc. Training
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific products	1,958	MT OJT
Real Estate Sales Agents	1,948	Post Secondary Voc. Training
First-line Supervisors/Managers of Construction Trades and Extraction workers	1,909	Work Exp. In Related Occupation
Accountants and Auditors	1,750	Bachelor's Degree

D. What jobs/occupations are most critical to the State's economy?

The jobs and occupations most critical to the State's economy are those in the high-growth, high-demand industries. The State and State Board are committed to partnering with the Research and Analysis Bureau to continually work to predict those jobs in Montana that are both high-growth and high-demand, and whenever possible, high-wage. Once identified, the State and the State Board will work with the State Agency Management Team for Workforce Development and through other established partnerships and collaborative strategies, to coordinate education efforts to address the skills needs within those occupations.

There are several industries critical to Montana's economy, including energy development and generation. While expanding the opportunities in the "new economy", Montana's Governor is committed to building upon the State's resource based economic structure to promote a Value-Added Economy. In the energy field, Montana's Governor will commit significant efforts toward renewable and agricultural-based energy development. Emphasis on renewable energy projects and the associated infrastructure requirements will increase the demand for the high value jobs associated with those industries.

E. What are the skill needs for the available, critical and projected jobs?

Rob Marvin recently wrote an excellent article on skill needs in our current labor force, which can be accessed on the State Board website at www.state.mt.us/gov2/css/boards/workforce/default.asp. In it, he points out that the top five most important skills in Montana's high growth high wage jobs are: reading comprehension, active listening, speaking, critical thinking, and writing. For definitions of these skills and a list of the top 20 skills in demand please refer to Mr. Marvin's article. One point that stands out from the article is that basic skills are most in demand, rather than specialized technical skills.

The projections consortium has recently developed a web-based tool to analyze what knowledge, skills, and work activities will be in demand based on the occupational growth projected for the state. The table below lists the top twenty knowledge, skill, and work activity competencies that are projected to be important in the jobs created between 2002 and 2012. The numbers in the second column refer to the number of jobs for which the given skill will be important.

Establishing and maintaining interpersonal relationships	11250 wa
Reading Comprehension	8870 s

Customer and Personal Service	8540 k
Active Listening	8380 s
Speaking	7590 s
Writing	6820 s
Critical Thinking	6710 s
Organizing, planning and prioritizing work.	6680 wa
Getting information needed to do the job	6460 wa
Communicating with supervisors, peers or subordinates	6200 wa
Active Learning	6020 s
Handling and moving objects	5990 wa
Coordination	5810 s
Working directly with the public	5780 wa
Social Perceptiveness	5670 s
Updating and using job-relevant knowledge	5620 wa
Monitoring	5520 s
Performing general physical activities	5190 wa
Instructing	5110 s
Time Mgmt	4940 s

Note: wa=work activity, s=skill, k=knowledge.

The web-based tool also can identify areas of potential future shortfall by comparing the skill mix in the current workforce and the projected needs of the future (2012) workforce. Using this method, the following were identified as areas of potential future shortfalls in Montana.

Reading Comprehension	100 s
Customer and Personal Service	100 k
Establishing and maintaining interpersonal relationships	100 wa
Getting information needed to do the job	97.56098 wa
Active Listening	97.14286 s
English Language	96.9697 k
Organizing, planning and prioritizing work.	95.12195 wa
Speaking	94.28571 s
Sales and Marketing	93.93939 k
Communicating with supervisors, peers or subordinates	92.68293 wa

As can be seen, some skills that are currently in high demand are also projected to grow rapidly, leading to a potential skills gap even though there is a strong supply of these skills in the current workforce. If you would like a complete list of the skills gap index please let me know.

F. What is the current and projected demographics of the available labor pool (including the incumbent workforce) both now and over the next decade?

Currently, Montana's population ranks sixth oldest in the nation, with a median age of 39. We have a disproportionate number of "baby boomers" in the state. According to Census estimates for July of 2004, 27.9% of Montana's population was between the ages of 45 and 64. This is the third highest

percentage for this age group in the nation. This implies that the state will face challenges replacing the baby boomers when they begin to retire, perhaps more so than other states. Another interesting statistic is the dependency ratio, which is the percentage of the population age that are dependents (0 to 19 and 65+) divided by the working age population (20-64). In 2000, Montana's dependency ratio was 72.2%. By 2010, that ratio is expected to drop to 64.9%. The drop will be caused by a decrease in the 0 to 19 year old population that will more than offset an increase in the elderly population. A PDF file from the census bureau that gives detailed demographic projections for 2010 can be found on the State Board website at www.state.mt.us/gov2/css/boards/workforce/resources.asp.

Current research shows that with the increasing age of Montana's population, many people want and/or need to work past normal retirement age. This pool of people will become increasingly important in meeting labor requirements. The US Department of Labor Employment and Training Administration published the Protocol for Serving Older Workers, which identifies proposed action steps for State Workforce Investment Boards, Local Workforce Investment Boards, and One Stops. Montana and the State Board will work to develop strategies for implementing the proposed action steps as identified by the USDOL publication for the State Board, local boards, One-Stops, Intermediaries and service providers, and business and industry. A copy of the Protocol for Serving Older Workers can be found on the State Board website as noted in the previous paragraph.

G. Is the State experiencing any “in migration” or “out migration” of workers that impact the labor pool?

Timely in migration and out migration data by occupation is very hard to come by. In terms of total migration, the Census Bureau estimates that Montana had a net in-migration of 6,622 people between July 2003 and July 2004 and a net in migration of 5,242 between July 2002 and July 2003. It is impossible to tell what proportion of the migrants are working aged. In a separate study, the Census Bureau estimated that between 1995 and 2000 the State experienced a net out migration (-2,750) of young (25 to 39) single and college-educated residents. This particular demographic is important to the overall health of an economy because it is highly skilled, mobile, and will affect the labor market for many years to come.

H. Based on an analysis of both the projected demand for skills and the available and projected labor pool, what skill gaps is the State experiencing today and what skill gaps are projected over the next decade?

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Active Listening	8380 s
Speaking	7590 s
Writing	6820 s
Critical Thinking	6710 s
Organizing, planning and prioritizing work.	6680 wa

Getting information needed to do the job	6460 wa
Communicating with supervisors, peers or subordinates	6200 wa
Active Learning	6020 s
Handling and moving objects	5990 wa
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Working directly with the public	5780 wa
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Communicating with supervisors, peers or subordinates	92.68293 wa

As can be seen, some skills that are currently in high demand are also projected to grow rapidly, leading to a potential skills gap even though there is a strong supply of these skills in the current workforce. If you would like a complete list of the skills gap index please let me know.

- I. *Based on an analysis of the economy and the labor market, what workforce development issues has the State identified?*
- J. *What workforce development issues has the State prioritized as being most critical to its economic health and growth?*

Montana was one of six states that participated in the National Governor's Association (NGA) State Policy Academy on Creating the Next Generation of Workforce Development Policy. The NGA Academy Team was comprised of high-level representatives of workforce development, education, business, and economic development organizations. The final report from the Academy was submitted to Montana's Governor in October 2004, citing the following workforce development issues and priorities identified by the Team.

Montana continues to grow fastest in jobs requiring lower skill levels that have correspondingly low wages. To complicate this problem, Montana workers are well educated but often lack the specific skills needed by business and industry. Existing coursework in two-year education facilities does not

always emphasize industry specific knowledge to meet industry standards. To meet the needs of emerging and/or expanding businesses, the workforce needs to develop the technical skills relating to those businesses. Because of the size of the state and communities sometimes separated by hundreds of miles, coupled with the fact that even communities close in proximity can have very different economic bases, aligning education programs to meet varying employer needs is a challenge. To compound the worker shortage problem, Montana expects to net 93,000 additional jobs between 2000 and 2010. These jobs are both a result of new growth and replacement workers, particularly as baby boomers retire.

Wages are low; Montana is ranked third in the country for multiple jobholders and 49th in average annual pay. With low wages and an educated population, many Montanans are leaving the state to take higher paying jobs, which compounds the problem of worker shortages.

Like many other States, Montana faces worker shortages in various occupations - primarily in health care. The Governor's Blue Ribbon Task Force on Health Care Workforce Shortage found that shortages in this field pose serious problems especially in a frontier state like Montana with a growing population of elderly citizens. Of Montana's 56 counties, 50 have been designated in whole or in part as Health Professional Shortage Areas by the federal government.

Montana workforce development efforts are comprised of more than 30 separate and distinct programs, funded by a variety of federal and state sources and are not organized or coordinated as a system to support state and local economic development efforts. Montana's education systems are beginning to actively respond to the educational aspects of building a workforce that supports growing and expanding industries in Montana.

V. Overarching State Strategies

- A. *Identify how the State will use WIA Title I funds to leverage other Federal, State, local, and private resources in order to maximize the effectiveness of such resources and to expand the participation of business, employees, and individuals in the Statewide workforce investment system?*

One of the Governor's priorities for moving Montana's workforce system into the demand-driven model is to more efficiently use public and private funding. The Governor has charged the State Board with pursuing strategies to leverage funding at the State level and to guide and encourage more effective and efficient partnerships and leveraging at the local level.

In program years 2003 and 2004, Montana's Governor allocated discretionary dollars to the Department of Commerce to invest in and promote incumbent worker training. The dollars have been awarded to businesses in several communities to assist with the training of 255 employees to increase knowledge, skills and competencies in order to meet the changing demands in high-tech occupations. In all cases, the businesses have, at a minimum, matched the incumbent worker training dollars they received, thereby leveraging additional training and funding to expand their programs and ensure their sustainability. Governor Schweitzer has designated the Montana Department of Commerce as the point of contact for economic development efforts in Montana, and will likely continue supporting the Department's excellent workforce and economic development efforts.

The State Board will continue working with the State Agency Management Team for Workforce Development, and through their committees to pursue strategies to leverage additional resources, and expand the participation of business and employees in the system.

- B. *What strategies are in place to address the national strategic direction, the Governor's priorities, and the workforce development issues identified through the analysis of the State's economy and labor market?*

The State Board is looking forward to the opportunity to become the catalyst for developing a new workforce system vision and strategies that follow the general direction and leadership the Governor has provided. The eight national priorities are also viewed by both the Governor and the State Board as critical directions for improving and advancing Montana's workforce system and became major considerations in planning discussion and development.

The State Board and the Governor are committed to considering and addressing workforce issues identified through the planning process, and will be looking at options available for the use of waivers to promote maximum flexibility in the development of the workforce and one-stop systems.

In addition, the State Workforce Investment Board fully supports the Apprenticeship and Training Program, and considers it vital for continued economic and workforce development in Montana. The Board is committed to working to expand and develop this program, and will use the Apprenticeship and Training Program as a strategy to address the needs of business in preparing workers for jobs in high-growth, high-demand occupations. Montana's Governor will continue to support legislation to expand apprenticeship programs.

- C. *Based on the State's economic and labor market analysis, what strategies has the State implemented or plans to implement to identify and target industries and occupations within the State that are high growth, high demand, and vital to the State's economy? The State may want to consider:*

1. *Industries projected to add a substantial number of new jobs to the economy*
2. *Industries that have a significant impact on the overall economy*
3. *Industries that impact the growth of other industries*
4. *Industries that are being transformed by technology and innovation that require new skill sets for workers*
5. *Industries that are new and emerging and are expected to grow.*

The state's Workforce Information Core Products and Services grant, includes funding for the Research & Analysis Bureau to accomplish both short- and long-term employment projections by industry and occupation.

These projections will be based on both a trend analysis and long-term economic projections. Economic projections will be developed/researched using collaborative efforts between other entities to include US Census Bureau, statewide economic research entities, and state and local economic development organizations.

Analysis of these projections has, and will continue to identify, industries included in items 1-3 above. Additionally, the evolving use of skills-based analysis will allow the further improvement of skills-based projections.

At a minimum, the State Board will review these projections as presented by the Research and Analysis Bureau, annually. Additionally, the bureau will work with state and local officials, trade groups, economic developers, or other labor market information users to identify specific industries for in-depth analysis and projections.

Montana's Governor is committed to expanding upon the State's resource based economic structure, including energy, wood products, and agriculture, to promote a Value-Added Economy. This will increase the demand for jobs within those industries and is expected to add a substantial number of new jobs to the economy. In addition, alternative energy is a new and emerging industry in Montana, and the Governor is pursuing strategies to promote and expand its development within the State.

- D. *What strategies are in place to promote and develop ongoing and sustained strategic partnerships that include business and industry, economic development, the public workforce system, and education partners (K-12, community colleges, others) for the purpose of continuously identifying workforce challenges and developing solutions to targeted industries' workforce challenges?*

The Governor is pursuing three strategies to promote and develop strategic partnerships. The first is to promote and increase the role of the State Workforce Investment Board and its committees in the development of partnerships. The State Board will act as the convener of parties, and work to provide innovative strategies for cooperation between business and industry, economic development, the public workforce system, and education partners, with the primary focus on targeted industries with high-growth, high-demand occupations. Additionally, the Governor and State Board will continuously work to ensure that those industries are represented on the Board.

Second, members of the Governor's cabinet continue to endorse a State Agency Management Team for Workforce Development comprised of lead agency officials from the Governor's Office of Economic Opportunity, the Departments of Labor and Industry that include representatives from workforce programs and the WIA liaison, Commerce, Public Health and Human Services including TANF and Vocational Rehabilitation, Office of Public Instruction, Office of the Commissioner of Higher Education, and State Board staff. Team meetings are scheduled at least once a month to identify and discuss issues of mutual interest, and improve cooperation and collaboration among departments and services.

Third, Montana was one of six states that participated in the National Governor's Association (NGA) State Policy Academy on Creating the Next Generation of Workforce Development Policy. The Academy was a highly interactive team-based process for crafting policy strategies and solutions to complex policy challenges. The NGA Academy Team was comprised of high-level representatives of workforce development, education, business, and economic development organizations. The final report from the Academy was submitted to Montana's Governor in October 2004 citing several recommendations. The Montana Team intends to continue their work beyond the sponsorship of the NGA Academy project to assist with the implementation of their recommendations, and to enhance opportunities for successful workforce development strategies.

Montana has a successful history of being selected to participate on National Academy Teams to represent a rural perspective. The State will work to ensure continued successful participation on these projects to promote continuous improvement in Montana's workforce development efforts.

E. What State strategies are in place to ensure that sufficient system resources are being spent to support training of individuals in high growth/high demand industries?

The Governor and the State Board are committed to supporting training in high growth/high demand industries. To ensure that sufficient system resources are being spent to support this commitment, Montana's State Board will work closely with the Research and Analysis Bureau and use labor market information and economic indicators to identify the high growth/high demand industries and occupations. The State Board, in its advisory capacity to the Governor, will communicate information and recommendations on how to best utilize system resources to sufficiently support training in these industries.

In addition, Montana will strive to continue implementing the recommendations of the National Governor's Association State Policy Academy on Creating the Next Generation of Workforce Development Policy. The NGA Academy Team submitted a report to Montana's Governor in October 2004 outlining the following recommendations, which the State Board will work to implement in cooperation with the State Agency Management Team for Workforce Development:

- The Governor make workforce development a priority with visible committed leadership in all departments.
- The Governor provide directions to licensing boards that all members appointed will have a commitment to considering apprenticeship and other viable non traditional training options to address areas of workforce shortage.
- The Governor request a joint plan from the Office of the Commissioner of Higher Education, the Department of Labor and Industry, the Office of Public Instruction and the State Workforce Investment Board that identifies strategies to: 1) share and measure workforce data; 2) improve education and training in rural areas; and, 3) meet the workforce needs of business.
- The Governor request legislative funding to support a shared/combined data collection system for workforce development.

In addition, Montana will work to establish quicker course and curriculum development and approval through the Colleges of Technology and Community Colleges, to address business needs for training workers in high-growth, high-demand occupations.

F. What workforce strategies does the State have to support the creation, sustainability, and growth of small businesses and support for the workforce needs of small businesses as part of the State's economic strategy?

The Governor and the State Board are committed to the success of Montana's small businesses (classified as those with fewer than 19 employees), which make up approximately 88% of business in the state. Since small businesses drive the majority of growth and innovation in Montana, important strategies for stimulating economic growth include supporting small business by continuously providing employers with a skilled workforce, and creating every opportunity for small businesses to expand and create more jobs.

The State Board will continue to work closely with economic development agencies, associations, and partners, to build on a “Regional Business One-Stop” model for co-location of business services to best meet the needs of business clients in a demand-driven system. The Flathead Regional Business Center in Kalispell will serve as a model of success for this strategy, and the State Board will work through its committees to endorse and promote additional Business Centers and the Business One-Stop system model throughout the state. The State Board and the Governor also encourage participation of Local and Regional economic development organizations in development of the Business One-Stop model.

- G. *How are the funds reserved for Statewide activities used to incent the entities that make up the State’s workforce system at the State and local levels to achieve the Governor’s vision and address the national strategic direction identified in Part I of the guidance?*

Since the implementation of the WIA, Montana has used the funds reserved for statewide activities in a variety of ways to provide incentives for system-building. The focus has been on the Governor’s priorities and the overall goals and long-term objectives of the Workforce Investment Act State Vision to facilitate the growth of Montana companies, increase wages for trained workers, increase employee productivity, and to assist in the skill development of employees in Montana, focusing on developing skills in emerging Montana industries such as information and advanced technology, health services, value-added agriculture and communications.

Montana has also used the statewide funds as an incentive for a variety of statewide activities directed toward economic development including:

1. Building a high-tech workforce through the development of curricula and establishing regional academies designed to increase the number of individuals in the state with expertise in information technology and networking structures;
2. Focus on Youth Issues:
 - a. Provide funding to the Montana Youth ChalleNGe Program to help the program achieve the objective of improving the life skills and employment potential of high school dropouts/expellees through quasi-military based training and education. This targets youth who are at the greatest risk, with the highest potential for reversal; provides them with the tools and experiences to succeed; and turns these youth into productive, employed, and law-abiding, taxpaying citizens;
 - b. Provide funding Montana’s two Local Workforce Investment Boards for statewide activities outside of WIA Title IB youth activities;
 - c. Health Care Initiatives based on the Governor’s Blue Ribbon Task Force on Health Care Issues. The funds were used to pilot a statewide Health Occupations Education system and to build an infrastructure that will lead to helping reduce the shortage in the health care field.
 - d. Provide funding for customized labor training for new and expanding businesses in Montana to provide needed skills and better-paying jobs for their workers.

In addition to statewide activities, a portion of the Governor’s discretionary funds, as required under WIA, is made available each year as incentive grants to local Areas. The Governor’s

incentive policy provides for the set aside of up to 2% of the State Allocation for incentive awards to the local workforce investment boards. The criteria for receiving an incentive grant includes:

1. Meets all and exceeds at least one of the 17 performance indicators.
2. Policies in place that facilitate cooperation and referrals between/to other programs
3. Development of joint planning strategies
4. Joint meetings to discuss issues
5. Documentation demonstrating that each board is cognizant of the other's activities.
6. Boards aware of each other's policies

If the local workforce investment area(s) does not meet the criteria a portion of the funds will be withheld and used by the State to provide Technical Assistance.

- H. *Describe the State's strategies to promote collaboration between the public workforce system, education, human services, juvenile justice, and others to better serve youth that are most in need and have significant barriers to employment, and to successfully connect them to education and training opportunities that lead to successful employment?*

Collaboration is being promoted at the State level through the Montana Team for a Shared Youth Vision. The Team currently has youth leaders representing foster care, education, WIA Title IB youth programs, and juvenile justice from the State of Montana Departments of Labor and Industry, Office of Public Instruction, Department of Corrections, Board of Crime Control, Department of Public Health and Human Services and representatives from Montana's two local workforce area youth councils and their administrative entity. As other agencies with youth interests are identified the Team will invite them to participate in the planning process.

In 2004, the State Workforce Investment Board produced the *Snapshot 2004* of Montana's Workforce Development System. The *Snapshot 2004* document shows where Montanans can go to access workforce development programs, including youth services, education, and job training in general. The document also includes program descriptions and financial data (federal and/or state funding) for workforce development programs in State agencies. The Montana Team for a Shared Youth Vision plans to use this document as one approach to identifying other programs with youth interests. Additionally, if dollars can be identified across statewide programs there is the potential of leveraging support and providing an opportunity to determine how services can be streamlined and made more efficient.

Collaboration has been occurring at the local level for a number of years. The Workforce Investment Act made it formal with the establishment of the one-stop workforce development system. Staff from the Job Corps, education, and human service agencies either hotel or a co-locate in One-Stop Centers in both local workforce investment areas.

- I. *Describe the State's strategies to identify State laws, regulations, policies that impede successful achievement of workforce development goals and strategies to change or modify them.*

All bills relating to workforce development are monitored by the State Department of Labor and Industry and Governor's Office. Commerce monitors economic development legislation, and the Commissioner of Higher Education and Office of Public Instruction monitor

legislation that may impact education in Montana. The State Agency Management Team for Workforce Development serves as a forum for communication among agencies and department heads. This provides a means of ensuring that issues or concerns relating to legislation that may affect multiple agencies are brought to each department and can be shared with legal staff or legislative liaisons within state agencies. In addition, it allows agencies to work together to develop a common stance with regard to legislation, and collaborative testimony to support or oppose a bill.

The Governor is committed to simplifying regulations, particularly those that unnecessarily impede efforts to improve Montana's business climate and economy. The State Board, in collaboration with partner programs at the state level, local entities such as Job Service Employer Councils and local boards, will work to identify unnecessary regulations that burden the State's efforts to provide effective workforce programs and services.

- J. *Describe how the state will take advantage of the flexibility provisions in WIA for waivers and the option to obtain approval as a workflex State.*

Montana will research and use as much flexibility as possible through the use of waivers to address local workforce needs specific to a rural state and its rural communities. Montana's low population density, coupled with the nation's fourth largest geographic area, puts the State in a position to take advantage of the use of waivers to be innovative in our approach to meet these unique rural needs.

VI. Major State Policies and Requirements

Describe major State policies and requirements that have been established to direct and support the development of a Statewide workforce investment system not described elsewhere in this Plan as outlined below.

- A. *What State policies and systems are in place to support common data collection and reporting processes, information management, integrated service delivery, and performance management?*

The Montana Information Technology Act of 2001 (Title 2, Chapter 17, Part 5, Section 505) states that (1) it is the policy of the state that information technology be used to improve the quality of life of Montana citizens by providing educational opportunities, creating quality jobs and a favorable business climate, improving government, and protecting individual privacy and the privacy of the information contained within information technology systems, and that (2) it is the policy of the state that the development of information technology resources in the state must be conducted in an organized, deliberative, and cost-effective manner.

These policies guide Montana in efforts to support common data collection and reporting processes, information management, integrated service delivery, and performance management. Currently the State uses the Montana Management Information System (MTMIS) to track activities. However, the Montana Works System will be fully operational within the next year, at which time all of the WIA and Trade Act programs, and National Emergency Grants will be tracked in one system.

- B. *What State policies are in place that promote efficient use of administrative resources such as requiring more co-location and fewer affiliate sites in local One-Stop systems to eliminate duplicative facility and operational costs or to require a single administrative structure at the local level to support local boards and to be the fiscal agent for WIA funds to avoid duplicative administrative costs that could otherwise be used for service delivery and training?*

Montana's local workforce boards currently share a common administrative staff entity. In an effort to align with the federal strategic priority to reform the system to eliminate administrative costs and ensure the maximum WIA training dollars are available and used for system services, Montana's Governor and the State Board encourage local administrative costs to remain below 10%.

Montana will support and encourage co-location when fiscally or logistically feasible, while consistently supporting collaboration and integration of services through electronic and virtual means.

- C. *What State policies are in place to promote universal access and consistency of services statewide?*

Montana's one-stop workforce system provides services directly to customers either onsite, through electronic access, or referral by Montana's one-stop centers or associate sites to other agencies that include:

Job Corps
Carl Perkins Act Post-Secondary programs
Vocational Rehabilitation
Office of Public Assistance
Adult Education and Literacy programs
Montana University System
National Farmworker Jobs Program
Wagner-Peyser Programs

Montana One-Stops and WIA service providers located throughout the State are accessible to individuals with disabilities. Montanans can select the location and method of access that is most convenient to them. This system is designed to address the rural nature of the state and the diverse needs of customers, job seekers, and employers. Universal access is achieved by the availability of onsite and remote services and flexible hours, such as after hours and weekends in some areas, access to those with limited English speaking proficiency, and technological accessibility.

All individuals will have access to the one-stop system and to core employment related services. Information about job vacancies, career options, student financial aid, relevant employment trends, and instruction on how to conduct a job search, write a resume, or interview with an employer is available to any job seeker or individual wanting to advance his or her current career. Any individual, whether they are an employer, job seeker, program participant or service provider, can have access to information on services and programs from any Internet connected computer.

Job Service Workforce Centers have assigned an Americans with Disabilities Act (ADA) coordinator in each center across the State. An ADA coordinator is also in each of Montana's One-Stop Centers. The ADA coordinator is responsible for the promotion and development of employment opportunities, job counseling, and referral to other workforce partners for specific services and job placement.

Vocational Rehabilitation is a major partner in Montana's one-stop system and is represented on each Community Management Team. As a partner, Vocational Rehabilitation has provided training on services they provide to their partners and Local Workforce Investment Boards in addition to actively sharing their expertise at both the State and local workforce area level.

Universal access is also assured through outreach activities necessitated by the rural nature of Montana and the distance between communities that are required may be a weekly visit to outlying communities or out stationing employees in rural areas. Outreach services may be provided at public libraries, schools or other accessible sites a community has to offer.

D. What policies support a demand-driven approach to workforce development – such as training on the economy and labor market data for local board and one-stop career center staff?

The State Board supports a demand-driven approach to workforce development, to include supporting and approving training on labor market information for local board and one-stop career center staff. The State Board provided input on and approved the Department's Research and Analysis Bureau's grant plan for the Employment and Training Administration's Core Products and Services grant. One highlighted portion of this plan was programmed outreach visits to local staff and a variety of local decision-makers, to include Job Service Employer Councils (JSEC), Community Management Teams (CMT), and local board personnel. These visits provide training to local staff and officials on the kinds and availability of information maintained and/or accessed by the Bureau, and allow feedback on the types of issues and information needs local staff and officials dealt with during the course of their duties.

Based on the feedback gained from these outreach visits, the Department developed customized training for local Job Service office personnel whose primary duties are to facilitate information gathering and decision making by local businesses and developers. The training provides practical, hands-on knowledge of workforce information, to include:

- how to determine what information your customer specifically needs,
- how to find and access that information, and
- how to identify the need for further research by workforce information professionals.

Additionally, the grant plan provided for the development of outreach and education materials which described services and products to be provided to workforce information system customers. These materials were also designed to enhance use of the Research and Analysis Bureau's website, the Workforce Informer. The end goal of these efforts is to place relevant, localized, and timely data at the fingertips of decision-makers and other users of workforce information. Timely, relevant, and localized data is a critical piece of a demand-driven approach.

The Research & Analysis Bureau will also make use of a customer service database which is used to log and track customer requests. Compilation and analysis of this data will also be used to

identify high-demand information and the customer base for that information, and allow the Bureau to respond accordingly.

- E. *What policies are in place to ensure that the resources available through the federal and/or state apprenticeship programs and the Job Corps are fully integrated with the State's One-Stop delivery system?*

The State ensures that the integration of resources available through apprenticeship programs and the Job Corps are integrated into the local One-Stop systems by actively coordinating with those programs through representation on the State Board. Job Corps representatives also participate on local boards and have staff members co-located within Job Service Workforce Centers in Montana. Labor Organizations, businesses that are apprenticeship sponsors, and private industry associations with linkages to apprenticeship also serve on the State Board. An Apprenticeship Advisory Committee has been formed as a sub-committee of the State Board with a mission of partnering with business, labor and education to actively promote awareness of, and the benefits and successes of career opportunities in Registered Apprenticeship Occupations.

As Montana's workforce system focuses on at-risk youth and how to increase the skill-level of the current and emerging workforces, the State Board through its standing Apprenticeship Advisory Committee will increasingly examine how to better integrate apprenticeship program resources in the One-Stop Delivery system.

There are three Job Corps centers in Montana and staff from the Job Corps have been very active in the development of Montana's workforce system and have provided representation on nearly all of the Community Management Teams. Job Corps representatives have proactively shared information about their program through a variety of venues, including presentations to CMTs, the State Workforce Investment Board, the Local Workforce Investment Boards, and at the Annual WIA Conference. Job Corps has a representative on the State Board, the local workforce boards, and the Youth Councils.

VII. Integration of One-Stop Service Delivery

- A. *What State policies and procedures are in place to ensure the quality of service delivery through One-Stop Centers such as development of minimum guidelines for operating comprehensive One-Stop Centers, competencies for One-Stop Career Center staff or development of a certification process for One-Stop Centers? (§112(b)(14).)*
- B. *What policies or guidance has the State issued to support maximum integration of service delivery through the One-Stop delivery system for both business customers and individual customers? (§112(b)(14).)*

In an effort to ensure that the One-Stop system meets minimum quality standards, including the effective integration of services, and in anticipation of meeting requirements in the Reauthorization of WIA, the State Workforce Investment Board has developed minimum One-Stop Certification Criteria for the State which is attached hereto as Attachment D. This standard certification criteria was developed to promote the belief that the One-Stop System must address local economic issues while supporting overall State economic goals. The criteria takes into account the excellent work performed by local boards under the original Strategic 5-Year Plan.

Montana's two local boards worked diligently to develop and implement the One-Stop Certification criteria, and the State Board has incorporated much of the local boards' efforts.

Montana has 12 Montana Association of Counties (MACo) districts. It is the intent of the State Board to provide technical assistance or other needed support in an effort to certify one additional One-Stop within the combined MACo Districts 8 and 12. Additionally, the State Board will work to certify at least one additional One-Stop within the next two years in each of Montana's other 10 MACo Districts. The certification of additional one-stops has been incorporated in this Plan as a statewide goal. The State Board will work diligently with the local boards and other workforce system partners to achieve this goal.

Local areas will be responsible for reviewing applications for One-Stop certification, and ensuring all criteria is met. Certification of One-Stops will continue to be the responsibility of local boards or, if applicable, One-Stop Operators. If an applicant wishes to appeal a certification denial, that appeal will be submitted in accordance with local board policy and provide for appeal to the State Board.

In order to ensure maximum flexibility at the local level, the State Board will coordinate with MACo, local boards, local Community Management Teams, and others to ensure the collaboration and integration of services.

Montana has scheduled a facilitated 2-day One-Stop Development meeting in June 2005, with mandatory partners, state agency officials responsible for programs, local and state board members, local elected officials, and others to coordinate the integration of services in Montana's One-Stop System. The US Department of Labor Regional Office, the State Department of Labor and Industry, and the State Board are sponsoring the meeting. The goals are to: Create a list of best practices for streamlined service delivery and leveraging of fund; an agreement for mutual support of flexibility and innovation at the local level for customized service delivery; and partnerships that will ensure efficient collaboration and integration of services.

C. What actions has the State taken to promote identifying One-Stop infrastructure costs and developing models or strategies for local use that support integration? (§112(b)(14).)

The State Department of Labor and Industry is developing a list of locations and assets for Job Service Workforce Centers. The SWIB will solicit similar criteria from other partners or potential one-stop operators, and coordinate with local boards and local elected officials to provide this information. The SWIB will contact MACo and request their assistance in local communities within MACo districts to obtain a list of the facilities and potential operator's assets. This information will be provided to local boards and workforce system program operators to initiate collaboration and the integration of services to the extent reasonable.

Montana has scheduled a 2-day One-Stop Development facilitated meeting with mandatory partners, state agency officials responsible for programs, local and state board members, local elected officials, and others to coordinate the development and improvement of Montana's One-Stop System. Much of the focus will be on communication strategies. Outcomes will align with the priorities of the Governor which include: Increasing state and local partnerships and linkages between the education, workforce, and economic development systems; the development of strategies to build an integrated, seamless One-Stop system; encouraging

maximum local flexibility for customizing a demand-driven system; and reforming the system to eliminate duplicative administrative costs and maximize services.

- D. How does the State use the funds reserved for Statewide activities pursuant to §129(b)(2)(B) and 134(a)(2)(B)(v) to assist in the establishment and operation of One-Stop delivery systems? (§112(b)(14).)*

Through its Oversight Bureau in the Department of Labor, Montana is considering a comprehensive analysis of the local workforce and One-Stop Center system that would identify opportunities to eliminate waste and/or duplication in an effort to strategically redirect savings to youth and all customer services. The analysis would also identify strategic investment opportunities to reform or enhance the One-Stop Delivery system in order to ensure its effectiveness in helping to improve the State's business climate and strengthen and support its economy. The State Board's goal is for state and local partners to strategically invest public and leveraged private resources into an efficient, seamless workforce system that addresses the needs of business in high growth, high demand occupations.

Montana has also used these funds for capacity building of State and Local Board members by purchasing a teleconference series on workforce development. The Workforce Board Leadership teleconference series is a 3-part series of national teleconferences presented by Greg Newton, Greg Newton Associates. The first in the Series is *Aligning for Action and Achievement*; the second is entitled *Ten Human Resource Challenges and What your Workforce Board Can Do to Make a Difference*; the final session is *Partnering with Economic Development: Creating the Workforce Advantage*. Each session was recorded and will be used for training and capacity development of board members.

- E. How does the State ensure the full spectrum of assets in the One-Stop delivery system support human capital solutions for businesses and individual customers broadly? (§112(b)(14).)*

Montana is committed to tailoring its workforce services to meet the needs of a demand driven system. In an effort to meet these needs, the State Board is committed to promoting a "Business One-Stop" model for delivery of business services. In addition, the State will promote increased communication and collaboration among workforce development, economic development, and education.

Members of the Governor's cabinet continue to endorse a State Agency Management Team for Workforce Development comprised of lead agency officials from the Governor's Office of Economic Opportunity, the Departments of Labor and Industry that include representatives from workforce programs and the WIA liaison, Commerce, Public Health and Human Services including TANF and Vocational Rehabilitation, Office of Public Instruction, Office of the Commissioner of Higher Education, and State Board staff. Team meetings are scheduled at least once a month to identify and discuss issues of mutual interest, and improve cooperation and collaboration among departments and services.

VIII. Administration and Oversight of Local Workforce Investment System

- A. Local Area Designations**

1. *Identify the State's designated local workforce investment areas and the date of the most recent area designation, including whether the State is currently re-designating local areas pursuant to the end of the subsequent designation period for areas designated in the previous State Plan. (§§112(b)(5).)*
2. *Include a description of the process used to designate such areas. Describe how the State considered the extent to which such local areas are consistent with labor market areas: geographic areas served by local and intermediate education agencies, post-secondary education institutions and area vocational schools; and all other criteria identified in section 116(a)(1) in establishing area boundaries, to assure coordinated planning. Describe the State Board's role, including all recommendations made on local designation requests pursuant to section 116(a)(4). (§§112(b)(5) and 116(a)(1).)*

Montana has two (2) designated local workforce investment areas; The 10 county Concentrated Employment Program (CEP) local area, and the 46 county Balance of State (BOS) local area. These areas were designated under the implementation of the Workforce Investment Act of 1998.

The CEP is an automatic designated area as provided in the WIA of 1998. Montana does not meet the population criteria for more than one other local area, and therefore the BOS is also considered an automatic designated area.

3. *Describe the appeals process used by the State to hear appeals of local area designations referred to in §112 (b)(5) and 116(a)(5).*

A petitioner for local area designation may appeal the action of the State Workforce Investment Board or the Governor by requesting an independent review. Such a request must be in writing from the local Chief Elected Official to the Governor within thirty (30) days of the date of denial and must include factors the petitioner deems necessary to be considered in the review. Upon request, the Statewide Workforce Programs and Oversight Bureau will provide a hearing by an impartial hearing officer that has no interest in the outcome. The hearing officer will make a recommendation to the Governor regarding the appeal within sixty (60) days from receipt of the notice to provide a hearing. The Governor will issue a final decision on designation.

The petitioner may appeal the Governor's decision to the Secretary if the final decision is an adverse decision or if no designation is made. (State WIA Policy Manual Section A. 1.60)

- B. *Local Workforce Investment Boards -- Identify the criteria the State has established to be used by the chief elected official(s) in the local areas for the appointment of local board members based on the requirements of section 117. (§§112(b)(6), 117(b).)*

The State has established criteria in compliance with Section WIA 117(b)(1). Montana has also provided policy for the appointments of local board members to the Chief Elected Officials through the State WIA Policy Manual in Section A 1.20. Criteria requires that Chief Elected Officials:

1. Appoint members of the Local Workforce Investment Board;

2. Ensure that appointments of members to the Local Workforce Investment Boards are made in compliance with the criteria in WIA Section 117(b)(1);
NOTE: The Governor's State Workforce Investment Board elected to allow the Chief Elected Officials to set the criteria for local board membership, however this does not preclude the Governor's SWIB having the option, in consultation with the Chief Elected Officials, to develop additional criteria for board membership.
3. Meet the requirements for local board composition as described in WIA Section 117(b)(2);
4. Appoint the labor representatives from among individuals who are nominated by local labor federations or for a local area in which no employees are represented by such organizations, other representatives of employees;
5. Give special consideration to representatives of local educational entities, including representatives of local educational agencies, local school boards, entities providing adult education and literacy activities, and postsecondary educational institutions; representatives of community based organizations; and representatives of economic development agencies, including private sector economic development entities; and
6. Consider membership of other individuals or representatives of other appropriate entities including entities representing individuals with multiple barriers to employment and other special populations as determined by the Chief Elected Officials;
7. The Chief Elected Officials must also appoint a representative from each of the mandatory one-stop partners. Appointments should be made in consultation with the mandatory partner agency to ensure that the individuals nominated to represent the agency have optimum policy making authority within that entity. Agencies with more than one partner program may nominate a single individual to represent all of the partner programs.

C. How will your State build the capacity of Local Boards to develop and manage high performing local workforce investment systems? (§§111(d)(2) and 112(b)(14).)

Montana has scheduled a 2-day One-Stop Development facilitated meeting with mandatory partners, state agency officials responsible for programs, local and state board members, local elected officials, and others to coordinate the development and improvement of Montana's One-Stop System. Much of the focus will be on communication strategies. Outcomes will align with the priorities of the Governor which include: Increasing state and local partnerships and linkages between the education, workforce, and economic development systems; the development of strategies to build an integrated, seamless One-Stop system; encouraging maximum local flexibility for customizing a demand-driven system; and reforming the system to eliminate duplicative administrative costs and maximize services.

The State Board will encourage an Annual Planning Session co-sponsored by the State and local boards. This will ensure cooperation and collaboration, and provide an opportunity to define performance for systems management. This will also better align resources to identify workforce challenges, and provide a forum for the development of solutions. In addition, these planning sessions would serve as a forum for joint capacity building activities between State Board and Local Board members.

D. *Local Planning Process -- Describe the State mandated requirements for local workforce areas' strategic planning. What assistance does the State provide to local areas to facilitate this process, (112(b)(2) and 20 CFR 661.350(a)(13).) including:*

1. *What oversight of the local planning process is provided, including receipt and review of plans and negotiation of performance agreements?*

The Governor has designated the Statewide Workforce Programs and Oversight Bureau as the entity that monitors Local Boards annually for compliance with applicable laws and regulations in accordance with the uniform administrative requirements and 20 CFR 667.410. The State monitoring system enables the Governor to determine whether a local plan will be disapproved for failure to make acceptable progress in addressing deficiencies (if any), as required in WIA section 118(d)(1).

The State Workforce Programs and Oversight Bureau, on behalf of the Governor, and the Local Workforce Boards' Administrative Entity jointly negotiate performance agreements with US Dept of Labor.

2. *How does the local plan approval process ensure that local plans are consistent with State performance goals and State strategic direction?*

Local Workforce Investment Boards have the responsibility to develop and submit to the State, a comprehensive local plan in partnership with the Chief Elected Officials. The State WIA Policy Manual provides guidance to ensure the local plan is consistent with the State strategic direction. This is determined by the State through annual monitoring reviews of the Local Plan for compliance.

E. *Regional Planning (§§112(b)(2), 116(c).)*

1. *Describe any intra-State or inter-State regions and their corresponding performance measures.*
2. *Include a discussion of the purpose of these designations and the activities (such as regional planning, information sharing and/or coordination activities) that will occur to help improve performance. For example, regional planning efforts could result in the sharing of labor market information or in the coordination of transportation and support services across the boundaries of local areas.*
3. *For inter-State regions (if applicable), describe the roles of the respective Governors and State and local Boards.*

Montana has not formally created either intra- or inter-state regions. The structure of the State's local areas, one of which predominantly contains Montana's most rural areas, intra-state activities are based on necessity, and have resulted in informal regions being developed for the purposes of local planning and service delivery. The local boards also host a joint annual planning session, which the State Board will continue to encourage.

During the annual winter meeting of the National Association of State Workforce Board Chairs, there was interest from Idaho in coordinating a regional meeting with State Board Chairs and staff from the states of Idaho, Wyoming and Montana, to discuss sectoral strategies and promote collaboration between the states, and solicit best practices. The State Board will work to coordinate and promote this effort.

F. Allocation Formulas (112(b)(12).)

1. *If applicable, describe the methods and factors (including weights assigned to each factor) your State will use to distribute funds to local areas for the 30% discretionary formula adult employment and training funds and youth funds pursuant to §§ 128(b)(3)(B) and 133(b)(3)(B).*

Montana has traditionally followed the allocation formula procedure outlined in Section 133(b)(2)(A). There is no additional allocation methodology used for 30 percent discretionary formula funds.

2. *Describe how the allocation methods and factors help ensure that funds are distributed equitably throughout the State and that there will be no significant shifts in funding levels to a local area on a year-to-year basis.*

Allocation methods and factors include:

- Total unemployment for designated Montana Areas of Substantial Unemployment
- Excess unemployment
- Number of economically disadvantaged for the Balance of State (BOS), or number below Montana's specified state income threshold for the Concentrated Employment Program (CEP)

Allocations are calculated for local areas based on their relative share of the statewide total. There have been no large shifts in allocations between local areas since WIA's inception. The hold-harmless clause has protected funding in cases where small shifts have occurred. The Governor and the State Board will review the factors each year to ensure the two local areas receive an equitable share of the allocations.

3. *Describe the State's allocation formula for dislocated worker funds under §133(b)(2)(B).*

For the Dislocated Worker allocation, the WIA requires the State to allocate funds based on a formula prescribed by the Governor. The Governor may amend the formula not more than once for each program year, and the formula is required to use the most appropriate information available to distribute amounts to address the State's dislocated worker needs.

Montana will allocate funds to the local areas for dislocated worker training and employment activities using the factors as prescribed by the WIA. The Governor and the State Board will review the factors each year to confirm the weight given each factor to ensure the two local areas receive an equitable share of the formula allocation. Any

recommendation to modify the existing formula would be submitted by the State Board to the Governor. The Montana distribution formula is as follows:

- 1/6 based on the number of insured unemployed
- 1/6 based on the number of excess unemployed greater than 4.5 percent
- 1/6 based on the number of mass layoffs during a specified time period
- 1/6 based on annual average declining employment by industry for the most recent two years
- 1/6 based on agriculture unemployment
- 1/6 based on long-term unemployed (those who have exhausted their Unemployment Insurance benefits)

4. *Describe how the individuals and entities on the State board were involved in the development of the methods and factors, and how the State consulted with chief elected officials in local areas throughout the State in determining such distribution.*

The standard formula allocation method for distribution of Adult and Youth funds does not require input by the State Board, Chief Elected Officials (CEOs), or Local Boards. Since implementation of the WIA, both the State Board and Local Boards have had opportunities to weigh in on the formula distributions, and may make policy recommendations to the Governor to adjust the manner in which the allocations are distributed to the local areas.

G. Provider Selection Policies (§§112(b)(17)(A)(iii), 122, 134(d)(2)(F).)

1. *Identify the policies and procedures, to be applied by local areas, for determining eligibility of local level training providers, how performance information will be used to determine continuing eligibility and the agency responsible for carrying out these activities.*

The Local Boards adopted a policy that automatically placed all Montana post-secondary educational institutions and programs that are Higher Education Act Pell eligible, and all Montana Joint Apprenticeship Training Committee (JATC) programs on the initial Local Board WIA Eligible Provider List.

Programs not meeting the requirements listed above are required to submit an initial application to the Local Board's administrative entity. The administrative entity then reviews the application and places the provider on the local workforce area's list if the training program is approved. The local area list is then forwarded to the Montana Department of Labor and Industry (DLI). DLI has 30 days to review and verify the information provided on the application. The Department of Labor is responsible for maintaining and disseminating the State's Eligible Provider List.

The Montana Department of Labor and Industry has final decision-making responsibility on removal of a program from the list. Training providers may appeal a decision on removal from the list to the Department of Labor and Industry, with the Governor having the final authority to rule on a grievance or appeal.

Montana has received a waiver from the US Department of Labor exempting the State

from the collection of Eligible Training Provider performance through June 30, 2005, and has applied for an extension of this waiver through June 30, 2007. The extension will allow the local boards and the State to work with providers to determine the most efficient method of collecting performance data, and to alleviate providers' concerns regarding the data being requested.

The local boards will review and adopt appropriate performance standards based on final resolution of the issues presented in the waiver, pending approval by the US Department of Labor.

2. *Describe how the State solicited recommendations from local boards and training providers and interested members of the public, including representatives of business and labor organizations, in the development of these policies and procedures.*

Montana's Eligible Training Provider List (ETPL) policy was developed in collaboration through the WIA ITA/ETPL Implementation Task Force. The Task Force consisted of members from partner agencies (including Department of Health and Human Services, Voc-Rehab, Adult Ed, Higher Education), service providers, state board members, private industry council members included interested members of the public, representatives of business and labor organizations, and staff from the local administrative entity and the Department of Labor and Industry. The task force was formed to examine ways to establish an eligible training provider list and help streamline the decision making process for State and Local Workforce Investment Boards to recommend action steps. The State and Local Boards adopted the Eligible Training Provider policies and procedures recommended by the WIA implementation task force in 2000.

3. *How will the State update and expand the State's eligible training provider list?*

The Statewide Workforce Programs and Oversight Bureau, on behalf of the Governor, maintains the current Eligible Training Provider List (ETPL). Once a provider has been approved, their eligibility date will be entered on the list and participants eligible to receive training may begin selecting the training programs being offered. The Statewide Workforce Programs and Oversight Bureau maintains a distribution list for parties interested in the ETPL. The list is also available on the Internet.

Updates to the ETPL are distributed when any change is made to the Eligible Training Provider List. Montana currently has a waiver exempting performance data on eligible training providers. Performance data on Eligible Training Providers will be added to the list as soon as it is available, and will be updated on an annual basis.

Expansion of Montana's ETPL is encouraged but not actively sought after. Service providers and participants interested in specific training programs are encouraged to persuade providers to apply for eligibility.

4. *Describe the procedures the Governor has established for providers of training services to appeal a denial of eligibility by the local board or the designated State agency, a termination of eligibility or other action by the board or agency, or a denial*

of eligibility by a One-Stop operator. Such procedures must include the opportunity for a hearing and time limits to ensure prompt resolution.

The Governor has designated procedures for appeal of eligibility. The following is an excerpt from the Department of Labor and Industry's WIA State Policy Manual that defines the process.

I. Appeal Procedures

The Workforce Investment Act requires the Governor to establish procedures for providers of training services to appeal a denial of eligibility or termination of eligibility.

20 CFR Part 667.640(b)

- A. Basis for Appeal: Eligible providers of training services may file an appeal due to:
1. Denial by a local workforce investment Board or the designated State Agency under WIA Section 122 (b), (c), or (e);
 2. Termination or eligibility or other action by a Local Board or State Agency under WIA Section 122(f);
 3. Denial of eligibility as a provider of on-the-job training or customized training by a One-Stop operator under WIA Section 122 (h).

B. Filing an Appeal

1. Timeline for Filing an Appeal: Appeals must be in writing and submitted within forty-five (45) days of being notified of a denial or termination to:

State WIA Equal Opportunity Officer
Statewide Workforce Programs and Oversight Bureau
P.O. Box 1728
Helena, MT 59624

2. The appeal must be signed by an authorized individual from the training provider and should include:

- a. Name of the training provider;
- b. Address and phone number of the training provider
- c. An explanation of why an appeal is being filed

3. The State WIA Equal Opportunity Officer will assist the training provider in filing a written appeal and advise the training provider of the opportunity of a hearing will be provided within thirty (30) calendar days of the filing of the appeal.

- a. The Legal Services Division of the Montana Department of Labor and Industry will provide an impartial hearings officer to conduct the hearing process.

- (1) Interested parties will be provided:

- (a) Notice of hearing;
- (b) The manner in which the hearing will be conducted;
- (c) Written notice of the date, time, and place of hearing;
- (d) An opportunity to present evidence;
- (e) Written decision;

- (2) The training provider or respondent may with good cause, request a rescheduling of the hearings;

(3) The training provider will have the burden of establishing the facts and the entitlement to the relief requested;

(4) The training provider or respondent may be represented by an attorney or other representative.

4. The hearing officer will have sixty (60) days from receipt of the notice to provide a hearing. The Governor will issue a final decision.

II. Decisions Under The State Appeal Process May Not Be Appealed To The Secretary.

5. *Describe the competitive and non-competitive processes that will be used at the State level to award grants and contracts for activities under title I of WIA, including how potential bidders are being made aware of the availability of grants and contracts. (§112(b)(16).)*

Provisions for awarding grants and contracts from funds that are not formula allocated are in the Montana Administrative Rules governing all state agencies. The State's Procurement Procedures for Equipment and Supplies and Procedures for Obtaining Professional Services are available on The State of Montana website.

Potential bidders are made aware of available funding to be competitively awarded by notices published in the major Montana daily newspapers, noticed on the State Bulletin Board, and sent to all interested parties, as determined by a list maintained for this purpose. Any grants or solicitations for service providers will be posted on the Department's WIA web site. The State Department of Administration posts all Requests for Proposals and invitations for bid on their website for public access.

These are the policies in place for competitive and non-competitive processes that will be used to award grants and contracts for activities under Title I of WIA.

6. *Identify the criteria to be used by local boards in awarding grants for youth activities, including criteria that the Governor and local boards will use to identify effective and ineffective youth activities and providers of such activities. (§112(b)(18)(B).)*

Local Workforce Investment Boards will solicit youth providers through the open/competitive Request for Proposal process and base youth provider selection on advice from the Youth Councils. The Governor encourages the Local Boards to consider the following criteria in the selection of youth providers. The criteria includes but is not limited to:

- Successful fiscal controls in place;
- Experience with youth and with coordinating youth services;
- Demonstrated effectiveness;
- Evidence of coordination and collaboration with other entities with programs for serving youth most in need, such as out-of-school youth, homeless youth, youth in foster care, youth aging out of foster care, youth offenders, children of incarcerated parents, migrant and seasonal farm-worker youth, and other youth at risk;

- Performance (past performance, current performance, meeting and exceeding performance goals)

The criteria used by the Local Workforce Investment Area Boards to determine effective youth service providers include:

- a locally established system for youth development, education and training that promotes and enhances academic achievement, high school graduation, work-readiness skills, post-secondary readiness, occupational skill achievement and employment readiness;
- individual, in-depth, comprehensive assessments that will allow services to be tailored to each youth's specific needs;
- services tied to the age and maturity level of each youth;
- service strategies that will be sequenced over time to maximize learning gains and assimilation of appropriate work behaviors;
- service strategies for drop outs that include efforts in assisting youth in achieving high school credentials;
- service strategies that emphasize contextual learning opportunities that combine school-based learning opportunities and work-based opportunities.

Additionally, agencies desiring to become eligible youth providers will be required to provide eligibility determination; comprehensive assessments to allow services to be tailored to each youth's specific needs; basic skill development and academic enrichment activities; pre-program and progress testing; meaningful work experience; pre-employment/work maturity skills training; necessary support services to assist participants to be successful in the work experience; academic and academic enrichment activities; ongoing mentoring opportunities for youth with qualified adults; labor market orientation; personal financial management and other life skills training; leadership, decision-making and citizenship skills; and community service.

The Local Workforce Investment Boards plan to solicit youth providers through the Request for Proposal Process for services to start July 1, 2006. Until the solicitation and selection process takes place in 2006, the providers currently serving youth will continue to provide services.

As required in the Workforce Investment Act, the list of eligible youth service providers is available either electronically, or by requesting a copy from State. Interested persons may also request the list from the Local Workforce Investment Boards' administrative entity.

H. One-Stop Policies (§112(D)(14).)

1. *Describe how the services provided by each of the required and optional One-Stop partners will be coordinated and made available through the One-Stop system. Include how the State will consolidate Wagner-Peyser Act funds to avoid duplication of core services. (§112(b)(8)(A).)*

Montana's strategy to ensure services are coordinated and provided by each of the required and optional One-Stop partners through local One-Stop systems will be discussed in Section IX.A.1., "One-Stop Delivery Strategies." The State has provided guidance and technical assistance to ensure that Wagner-Peyser services are delivered

through local One-Stop systems in ways that minimize duplication of costs and services. The State Board is committed to exploring ways to maximize the amount of public and private workforce resources expended on training in high-growth, high demand occupations. Improving coordination among partner agencies at the State level, and allowing maximum flexibility for development of the system at the local level while leveraging the most resources, will help the State Board explore issues such as how to better align Wagner-Peyser services with WIA Title I funds to avoid the duplication of services.

Montana has scheduled a 2-day One-Stop Development facilitated meeting with mandatory partners, state agency officials responsible for programs, local and state board members, local elected officials, and others to coordinate the development and improvement of Montana's One-Stop System.

2. *Describe how the State helps local areas identify areas needing improvement and how technical assistance will be provided.*

The State Workforce Programs and Oversight Bureau assists the local boards in identifying areas needing improvement through fiscal and compliance monitoring. The State Board is advised through reports from the Bureau as to the monitoring findings and corrective action strategies that are identified by the local boards and the Bureau. The State Board and the Workforce Programs and Oversight Bureau are committed to continually improving State-level technical assistance and capacity building.

3. *Identify any additional State mandated One-Stop partners (such as TANF or Food Stamp Employment and Training) and how their programs and services are integrated into the One-Stop Career Centers.*

Montana has not identified additional mandated partners. Collaboration with TANF and Food Stamp Employment and Training programs, Adult Education, Post Secondary Vocational Education, Vocational Rehabilitation, Welfare-to-Work, Older Americans Act, Job Corps, Housing and Urban Development E & T programs and Unemployment Insurance have been in place for many years, even prior to the Workforce Investment Act. Community level providers of these programs as well as other mandatory and non-mandatory partners in twenty-one community-defined geographic regions joined forces and established Local Management Teams under a One-Stop Implementation grant in 1998. Following WIA implementation the Local Management Teams became known as Community Management Teams (CMTs). While not required under WIA or the Local Workforce Investment Boards, the CMTs have continued their work on integrating and coordinating services at the most local level. The work of the CMTs has laid a firm foundation for the One-Stop delivery system under WIA.

Through the CMTs, formal service coordination processes were developed and have exceeded the expectations for partner involvement by including many community service providers with a wide range of disciplines as available in their particular areas. By including these additional service providers in the CMT, communities now have better coordination of all services, not just employment and training. Referrals are made to other agencies and institutions for services that are not directly available.

- I. *Oversight/Monitoring Process -- Describe the monitoring and oversight criteria and procedures the State utilizes to move the system toward the State's vision and achieve the goals identified above, such as the use of mystery shoppers, performance agreements. (§112(b)(14).)*

The Statewide Workforce Programs and Oversight Bureau, as oversight entity for statewide workforce programs, has been designated the authority to conduct annual onsite monitoring, on behalf of the Governor, of the local workforce areas. The State's monitoring process includes both desk and onsite reviews of the Local Workforce Investment Boards and their administrative entity, and a representative sample of WIA Title IB adult, youth and dislocated worker service provider sites in each local workforce investment area.

The State monitors to:

- a. Ensure compliance with the uniform administrative requirements;
- b. Ensure compliance with applicable laws and regulations in accordance with the State's monitoring system;
- c. Determine that policies and procedures are in place to ensure expenditures have been properly made against the cost categories and within the cost limitations specified in the Act and the regulations in this part;
- d. Determine whether or not there is compliance with other provisions of the Act and the WIA regulations and other applicable laws and regulations;
- e. Ensure that established policies to achieve program quality and outcomes meet the objectives of the Act and the WIA regulations, including policies relating to: the provision of services by One-Stop Centers; eligible providers of training services; and eligible providers of youth activities;
- f. Determine if sub recipients and contractors have demonstrated substantial compliance with WIA requirements;
- g. Determine whether a local plan will be disapproved for failure to make acceptable progress in addressing deficiencies, as required in WIA section 118(d)(1);
- h. Enable the Statewide Workforce Programs and Oversight Bureau to ensure compliance with the nondiscrimination and equal opportunity requirements of WIA section 188 and 29 CFR part 37.

Compliance reviews include an entrance interview, a review of files, interviews with appropriate staff and an exit interview. Monitoring reports identifying concerns are issued to Local Areas for which Local Areas must submit corrective action plans. Corrective action plans are tracked to ensure that action has been taken to correct deficiencies. The State provides technical assistance as needed resulting from noncompliance issues discovered during monitoring.

The Statewide Workforce Programs and Oversight Bureau oversight and monitoring includes monitoring the Governor's discretionary funds that are set aside for statewide activities and Rapid Response.

- J. *Grievance Procedures. Attach a copy of the State's grievance procedures for participants and other affected parties (including service providers.) (§122(g) and 181(cc).)*

The Statewide Workforce Programs and Oversight Bureau, within the Department of Labor and Industry, published a WIA Policy Manual. A copy of the Grievance Procedures for participants and other affected parties is attached hereto as Attachment C.

K. Describe the following State policies or procedures that have been developed to facilitate effective local workforce investment systems (§§112(b)(17)(A) and 112 (b)(2),):

1. State guidelines for the selection of One-Stop providers by local boards;

Under the State Five-Year Strategic Plan for 2000, the State Workforce Investment Board left decisions on the choice of One-Stop Operators to the Local Workforce Investment Boards. The Local Boards were to follow the guidelines in WIA Section 121(d)(1-2) in selecting One-Stop Operators and were required by WIA to have a designated/certified One-Stop Operator in each local area. The Local Workforce Investment Boards designated the One-Stop Operators through the option of a consortium agreement between the Boards and one-stop partners. In 2004, a local board used the Request for Proposal process to solicit One-Stop Operators in that area.

2. Procedures to resolve impasse situations at the local level in developing memoranda of understanding (MOUs) to ensure full participation of all required partners in the One-Stop delivery system;

In accordance with WIA provisions, local boards must make every effort possible to negotiate a Memorandum of Understanding between Local Boards, chief elected officials and One-Stop Partners. Local Boards, after all attempts to negotiate an MOU in good faith have failed, will document the negotiations and efforts that have taken place. Local Boards may request assistance from the State agency responsible for administering the partner agency, the State Workforce Investment Board and the Statewide Workforce Programs Bureau (on behalf of the Governor). If all attempts to negotiate an MOU between a Local Board and a required partner fail, the Local Board will report this to the Statewide Workforce Programs and Oversight Bureau who will in turn make a report to the U.S. Department of Labor.

The consequences of an impasse that has not been resolved include not permitting partner agencies to serve on the Local Board; and a local area in which the Local Board failed to execute an MOU with all of the required partners is not eligible for State incentive grants.

In June 2005 the Montana Department of Labor and Industry, the Governor's State Workforce Investment Board and the U.S. Department of Labor's Employment and Training Administration, are sponsoring a facilitated session on One-Stop Development for the State of Montana. Attendees with decision making authority regarding one-stop development from mandatory and non-mandatory one-stop partners have been encouraged to attend the session.

3. Criteria by which the State will determine if local Boards can run programs in-house;

It is Montana's and the State Board's Policy that no Local Board or its administrative entity may run programs in-house without a written waiver from the Governor. Blanket waivers to provide training services will not be granted.

The following minimum information is required to request a training waiver from the Governor:

- Program of Training – Specify the training program for which the waiver is requested. All requests for training waivers must include the local WIA plan.
- Insufficient Providers – Evidence of insufficient number of eligible providers of such a program of training services to meet local demand in the Local Area.
- Eligible Training Provider – Evidence that the Local Board meets the requirements for an eligible provider under WIA Section 122 and established State policies.
- Demand Occupation – Information that the program of training prepares participants for an occupation that is in demand within the Local Area.
- Public Comment – The Local Board made the waiver request available for a public comment period of not less than 30 days.
- Copies of Comments – Copies of public comments received during the public comment period must accompany the waiver request.
- The waiver request must be signed by the CEO or designated representative and submitted to the State Board.

4. *Performance information that on-the-job training and customized training providers must provide;*

Because on-the-job training is provided directly by an employer, the Governor has determined not to collect performance information for on-the-job training employers. On-the-job training is not required to be on the Eligible Training Provider List (ETPL) and is excluded from the requirement to collect performance data.

Employers could potentially utilize training providers on Montana's ETPL to provide customized training. Customized training providers would be subject to providing ETPL performance data to the State.

Montana currently has a waiver exemption regarding training provider performance reporting. State staff is currently determining how best to capture performance data for training providers.

5. *Reallocation policies;*

The Governor may, in accordance with Title I Section 128 (c) and 133(c), deobligate youth and adult employment and training funds from local areas that fail to obligate 80 percent of a program year's allocation. These funds will be reallocated to eligible local areas based on the formula specified in the Act. The State will allow voluntary deobligation that allows a local workforce investment area to transfer funds to the other local area if the area wishes to accept the funds.

6. *State policies for approving local requests for authority to transfer funds (not to exceed 20%) between the Adult and Dislocated Worker funding streams at the local level;*

A Local Board may transfer up to 20 percent of a program year allocation for adult or dislocated worker employment and training activities between the two programs. Local Boards may not automatically transfer funds to or from the youth program.

It is the State's policy that, before making any such transfer, a Local Board must:

- Incorporate the modification to the local plan or be presented as an amendment to that plan
- Obtain the Governor's prior written approval.

7. *Policies related to displaced homemakers, nontraditional training for low-income individuals, older workers, low-income individuals, disabled individuals and others with multiple barriers to employment and training;*

Montana's diverse customer group of job seekers includes displaced homemakers, welfare recipients and other low-income individuals, older workers, disabled individuals, and others with multiple barriers to employment including ex-offenders.

Services are provided to displaced homemakers, welfare recipients and other low-income individuals, older workers, disabled individuals, and others with multiple barriers to employment through the one-stop system.

In accordance with WIA, recipients of public assistance and other low-income individuals are given priority for intensive and training services when funding to local areas is limited. State policy provided that services would also be provided to special participant populations who are at or below a level of self-sufficiency, or have one of the following barriers: (1) older workers; (2) individuals with language barriers; (3) individuals facing cultural barriers, including American Indians; (4) individuals not receiving services from other programs in WIA. The State Workforce Investment Board delegated identification of other targeted populations to the local boards and community management teams. Self-sufficiency for this purpose is defined for adults as: meeting basic expenses without subsidies; independence from federal or state assistance; access to affordable health care; and a wage of at least \$9.59 per hour for an individual. Self-sufficiency for dislocated workers will be 90% of the layoff wage or wages equaling the adult self-sufficiency level, whichever is higher.

Local Plans have the responsibility to assure that written policies and procedures are developed and communicated to all One-Stop Centers and service providers. Persons with disabilities will be afforded opportunities for training activities designed to improve participation in the workforce and lead to higher earnings for participants who successfully complete them. Individuals with other employment issues will be afforded opportunities for participation in training activities designed to improve participation in the workforce and lead to higher earnings for individuals who successfully complete them. Training activities for persons will be provided in the context of the state's vision to provide universal access for all customers.

Services to targeted populations including displaced homemakers, welfare recipients and other low-income individuals, older workers, disabled individuals, and others with multiple barriers to employment including ex-offenders are no less than those individuals outside this population receive including:

- Job search and placement assistance, Adult Basic Education, and career counseling;
 - Employment information on job vacancy listings, information on skills necessary to obtain employment in specific jobs, information on local demand occupations and the earnings and skill requirements for such occupations;
 - Performance and cost information on eligible providers of training and education;
 - Information on the availability of supportive services, including child care and transportation, and referral to such services, as appropriate;
 - Information regarding filing claims for unemployment benefits;
 - Assistance in establishing eligibility for financial aid for training and education; and
 - Development of an individual employment plan, to identify the employment goals, and the combination of service activities necessary to achieve the employment goals.
8. *If you did not delegate this responsibility to local boards, provide your State's definition regarding the sixth youth eligibility criterion at section 101(13)(C)(iv) ("an individual who requires additional assistance to complete an educational program, or to secure and hold employment"). (§§ 112(b)(18)(A) and 20 CFR 664.210.)*

In 2000, the State Workforce Investment Board defined the sixth youth eligibility criterion as an individual (including a youth with a disability) who requires additional assistance to complete an educational program, or to secure and hold employment as an individual who: has no vocational/employment goal AND has below average grades OR has a poor work history (to include no work history) OR has been fired from a job in the last six calendar months. The State Board recommended that the local boards use this definition with the option of adjusting it to fit local needs. Montana's local boards have closely followed this recommendation when defining youth criterion for their local area.

IX. Service Delivery

Describe the approaches the State will use to provide direction and support to local Boards and the One-Stop Career Center delivery system on the strategic priorities to guide investments, structure business engagement, and inform service delivery approaches for all customers. (§§112(b)(17)(A) Activities could include:

A. *One-Stop Service Delivery Strategies: (§112(b)(2) and 111(d)(2).)*

1. *How will the services provided by each of the required and optional One-Stop partners be coordinated and made available through the One-Stop system? (§112(b)(8)(A).)*

Montana has scheduled a 2-day One-Stop Development facilitated meeting in June 2005, with mandatory partners, state agency officials responsible for programs, local and state board members, local elected officials, and others to coordinate the integration of services in Montana's One-Stop System. The US Department of Labor Regional Office, the State Department of Labor and Industry, and the State Board are sponsoring the meeting.

Outcomes will align with the priorities of the Governor which include: expanding the One-Stop System in Montana; increasing state and local partnerships and linkages between the education, workforce, and economic development systems; the development of strategies to build an integrated, seamless One-Stop system; encourage maximum local flexibility for

customizing a demand-driven system; and reforming the system to eliminate duplicative administrative costs and maximize services.

2. *How are youth formula programs funded under §128(b)(2)(A) integrated in the One-Stop system?*

Expansive, high quality, integrated youth services will ensure broader choices for youth completing, or otherwise leaving, secondary school. Providers of youth services are selected through the Request for Proposal process with selection based on the highest standards. The local youth councils continue to work to develop linkages and coordination strategies between and among multiple youth programs throughout the one-stop system. Youth formula programs are co-located in One-Stop Centers in Montana's two workforce areas. For those that are not in a position of hotelling or co-location service delivery is dependent upon partnerships, referrals and collaboration to ensure all Montanans have access to information and services. Referrals between agencies reflect the integrated nature of the system under development.

3. *What minimum service delivery requirements does the State mandate in a comprehensive One-Stop Centers or an affiliate site?*

At a minimum each of Montana's One-Stop Centers and other access points such as Job Service Workforce Centers and WIA Title IB adult, youth and dislocated worker affiliate sites will provide access to the following services whether through direct services, providing information, or referral services.

- Labor Market Information, Career Development Services, Assessment Services, Services for Special Programs such as Veterans services, TANF or Voc-Rehab services, Unemployment Insurance Services including claim filing assistance, Automated registration in the Wagner-Peyser data base and Labor Exchange Services that include outreach, intake and orientation to the information and other services available through the one-stop delivery system, job search and placement assistance, and where appropriate, career counseling and initial assessment of skill levels, aptitudes, abilities, and supportive service needs.

4. *What tools and products has the State developed to support service delivery in all One-Stop Centers Statewide?*

"Prove It" testing software will be in all Workforce Service Centers by July 2006. This testing software will primarily be used through internet access, however, a few offices may also use stand alone PC's using a CD-Rom to use the software. This will allow the State to standardize testing software used by Job Service offices to ensure consistency in testing when customers require testing services. "Prove It" will provide value to customers and upgrading software to allow tests to be consistently administered across the state.

Montana also administers several assessment instruments, these include: Copes, Cops and Caps, Tests of Adult Basic Education (TABE) and the Adult Basic Learning Examination (ABLE) and the ONET Ability Profiler. The State is also committed to continuously striving to standardize training as possible to ensure consistency and accuracy.

5. *What models/templates/approaches does the State recommend and/or mandate for service delivery in the One-Stop Centers? For example, do all One-Stop Centers have a uniform method of organizing their service delivery to business customers? Is there a common individual assessment process utilized in every One-Stop Center? Are all One-Stop Centers required to have a resource center that is open to anyone?*

Montana supports service delivery efforts and approaches that are efficient, effective and customer-focused. For example, delivery of Wagner-Peyser services to business customers is uniformly organized through the statewide network of 23 local Job Service Workforce Centers all of which are partners in Montana's One-Stop system. In addition to labor exchange services, each Center is required to provide intensive services to business customers through the Business Advocacy Program. This "next level" of service goes beyond labor exchange to provide basic Human Resource management services.

Montana will continue to support technical assistance and training that will result in improved collaboration and coordination of service delivery among the various One-Stop system partners at the local community level.

- B. *Workforce Information – A fundamental component of a demand-driven workforce investment system is the integration and application of the best available State and local workforce information including, but not limited to, economic data, labor market information, census data, private sources of workforce information produced by trade associations and others, educational data, job vacancy surveys, transactional data from job boards, and information obtained directly from businesses. (§§111(d)(8), 112(b)(1), and 134(d)(2)(E).)*

1. *Describe how the State will integrate workforce information into its planning and decision making at the State and local level, including State and local Boards, One-Stop operations, and case manager guidance.*

The Research & Analysis Bureau's education and outreach efforts will continue to develop awareness among users of available labor market information, as well as tap into that awareness to help define priorities for products and services during the upcoming two years. The Research & Analysis Bureau will work with labor market information users to provide the necessary data at the appropriate level of detail, including employment projections for future years. Additionally, the Research & Analysis Bureau will continue to present timely and relevant presentations to the State Board, on an annual basis at a minimum.

Specific data considered and presented to the SWIB includes:

- employment projections, to include the identification of high-demand, high-growth employment,
 - analysis of current workforce to identify skills gaps,
 - detailed analysis/comparison of education and wage data for the current and projected workforce
 - detailed analysis of employment projections at the local level for selected counties/urban areas.
2. *Describe the approach the State will use to disseminate accurate and timely workforce information to businesses, job seekers, and employment counselors, in easy to use formats*

that are readily accessible within One-Stop Career Centers and at remote locations such as libraries, schools, worksites, and at home.

Montana's Research and Analysis Bureau offers user-friendly access to on-line and printed materials and resources, and also offers personal support to customers, including businesses, job seekers, employment counselors, and other professionals. The Workforce Informer website is maintained to provide timely workforce information, and also offers access to the majority of the printed materials offered by the Bureau. The website is available 24 hours a day. Additionally, if a user cannot find the information they are looking for, the website provides a link by which users can ask their specific question, to be answered by one of the Bureau's experts.

The Bureau publishes many printed documents, the majority of which can be accessed (and printed) from the internet as soon as, if not before, the official publications are available via hardcopy.

3. *Describe how the State's Workforce Information Core Products and Services Plan is aligned with the WIA State Plan to ensure that the investments in core products and services support the State's overall strategic direction for workforce investment.*

The Core Products and Services Plan was written with a focus on providing timely, relevant, and localized labor market information. The plan was developed using input from, and was approved by the State Workforce Investment Board. As part of the emphasis on providing useful data, the Research and Analysis Bureau routinely consults its customers (including government and the State Board) to determine current and projected needs for data, using tools such as the Bureau's customer service database, and the ongoing outreach and education efforts with local staff and officials.

Additionally, the State Plan will be consulted while writing the Workforce Information Core Products and Services grant plan to facilitate coordination with and approval by the State Workforce Investment Board.

4. *Describe how State workforce information products and tools are coordinated with the national electronic workforce information tools including America's Career Information Network and Career Voyages.*

A critical portion of the state's workforce information comes from the America's Labor Market Information System (ALMIS) database, which the Research & Analysis Bureau is responsible for populating. The ALMIS database is used as the data source for many of the national electronic workforce information tools.

Additionally, the Research & Analysis Bureau uses a committee to manage aspects of its electronic delivery system, to include review and analysis of national electronic workforce information tools. This review/analysis identifies areas for greater coordination/complementation between state and national electronic delivery systems, and subsequently identifies action to affect the change.

C. *Adults and Dislocated Workers*

1. *Core Services. §112(b)(17)(a)(i).*

- a. *Describe state strategies and policies to ensure adults and dislocated workers have universal access to the minimum required core services as described in §134(d)(2).*
- b. *Describe how the state will ensure the three-tiered service delivery strategy for labor exchange services for job seekers and employers authorized by the Wagner-Peyser Act includes: (1) self-service, (2) facilitated self-help service, and (3) staff-assisted service, and is accessible and available to all customers at the local level.*
- c. *Describe how the state will integrate resources provided under the Wagner-Peyser Act and WIA Title I for adults and dislocated workers as well as resources provided by required One-Stop partner programs, to deliver core services.*

Montana integrates labor exchange activities with WIA Title I services by requiring at least one certified One-Stop Center in each local workforce area. Additional One-Stop locations are developed based on the needs of local communities, and as criteria are met, the One-Stops are certified. Montana's State Board has established a goal of implementing a minimum of ten certified One-Stops during the first two years of this strategic plan, and will work closely with local boards, local elected officials, businesses and communities to promote successful completion of this goal.

2. *Intensive Services. (§112(b)(17)(a)(i).) Describe State strategies and policies to ensure adults and dislocated workers who meet the criteria in §134(d)(3)(A) receive intensive services as defined.*

Montana's local boards provide employment and training activities as required under WIA. The statewide provision of intensive training services provides opportunity for informed choices about services that are available, allowing access to the full range of education, training, and employment services. The State provides guidance and technical assistance to local areas and One-Stops, and develops policy as necessary to clarify provisions of intensive and training services.

3. *Training Services. (§112(b)(17)(A)(i).)*

- a. *Describe the Governor's vision for increasing training access and opportunities for individuals including the investment of WIA Title I funds and the leveraging of other funds and resources.*

The Governor's overall vision for Montana's workforce system, as described in Section I, requires integration of services and collaboration of partners to streamline a demand-driven workforce investment system that maximizes services.

More effective partnerships can result in leveraging value-added resources, and the State Board and local boards are well positioned to act as the conveners of industry, business, education, training entities, and employer associations, to best identify current and future skill needs of employers and industry. The acquired knowledge from these partnerships will allow the One-Stop system to coordinate and maximize services in the most seamless and cost-effective manner.

- b. *Individual Training Accounts:*

i. *What policy direction has the State provided for ITAs?*

The State's direction to the Local Boards for Individual Training Accounts is that ITAs must be used to purchase training programs that are directly linked to occupations that are in demand in the local area, or in another area to which an adult or dislocated worker is willing to relocate. Service providers may allow for training in occupations which may have high potential for sustained demand or growth in the local area. The State delegated the responsibility for further defining ITA policies and procedures to Local Boards to allow the boards control over determining their own local training needs. Each Local Board, through their Local Strategic Plan, is responsible for developing policies pertaining to limiting the dollar amount of ITAs, and identifying the appropriate occupational training. Local Boards must assure that written policies and procedures are developed and communicated to all One-Stop operators and service providers in the One-Stop system.

ii. *Describe innovative training strategies used by the State to fill skills gaps. Include in the discussion the State's effort to broaden the scope and reach of ITAs through partnerships with business, education, economic development, and industry associations and how business and industry involvement is used to drive this strategy.*

The State has designated WIA Section 503 Incentive funds received in 2003 and 2004 to address the shortage in the health care industry. In Montana the health care industry represents the largest overall service sector economy gross state product with health care wages averaging 21% higher than the overall average wage in Montana. However, the state is experiencing an unacceptable shortage of qualified health care workers. The federal government designated 50 of Montana's 56 counties as Health Professional Shortage Areas. The demand for health care services is increasing as the population is aging; in Montana the average age of the state's population is increasing even faster than the national average. At the same time the demand for health care is increasing, too few people are entering or remaining in the health care professions. Examples for using incentive funds includes:

- (a) Build an Infrastructure to establish Partnerships Between Employers, Workforce Agencies, Training Providers and Community-based Organizations;
- (b) Identify regional health care industry needs;
- (c) Utilize partners' services and expertise to educate service provider and education networks.

The health care industry training project's targeted population is WIA Title IB dislocated workers, adult and youth participants, incumbent workers and students enrolled in secondary, post secondary and adult basic literacy education.

The project includes setting standards for success that will help identify and address soft skills gaps to create a competitive advantage for both the employee and employer.

Health Care service providers were selected through the Request for Proposal process to provide outreach, recruitment, counseling, interagency referral and direct client services, including training and support services to eligible individuals pursuing health care occupations.

The State believes the process established in the course of this project including; educating the system; preparing participants; setting the standards for success; and addressing data needs and reporting requirements of workforce partners through an enhanced data system will remain in place after the incentive funds are expended and be strong enough to sustain the infrastructure.

In addition, Montana's Governor is committed to expanding the alternative and renewable energy industry. This is one with high growth potential. Large scale energy development will require innovative training strategies and training programs to fill new skills gaps as well as to meet the demand for an expanding workforce with existing skills.

- iii. *Discuss the State's plan for committing all or part of WIA Title I funds to training opportunities in high-growth, high-demand, and economically vital occupations.*

Montana's workforce investment system is a complement to its economic development efforts. The State Board recognizes the fact that labor training may be the single most important factor for stabilizing or enhancing a sustainable economic base. The State Board is exploring the potential to create a Customized Labor Training Program. Resources to support the program are as yet unidentified, however, the State is exploring all possibilities and combination of funding. It would be the intent of the program to assist existing Montana businesses in retentions, expansions, or assist new commercial ventures that have already committed to a Montana location in start-up activities. No workers shall be dislocated either in Montana or out of state as a result of these activities. The desired results of this effort would be to increase and diversify commercial activities in Montana, and thereby elevate the skill and wage levels of employees. Some customized training programs are currently offered by the Montana University System, often through the Colleges of Technology and the Community Colleges. Tribal Colleges may also provide some customized training. All of these efforts are intended to assist existing, new and expanding businesses.

- iv. *Describe the State's policy for limiting ITAs (e.g., dollar amount or duration)*

In order to allow Local Workforce Investment Boards control over determining their training needs in their areas, the State Workforce Investment Board delegated the responsibility for defining ITA policies, including limiting the dollar amount of ITAs, and identifying the appropriate occupational training to Local Boards. The State Board will review policies annually to approve or modify as necessary.

- v. *Describe the State's current or planned use of WIA Title I funds for the provision of training through apprenticeship.*

The State is currently working to promote and increase the relationship between the workforce system and Apprenticeship and 2-year education to encourage curriculum development and training in Montana's high growth, high demand occupations. Resources available through apprenticeship programs are integrated into the local One-Stop systems by actively coordinating with those programs through representation on the State Board. Labor Organizations, businesses that are apprenticeship sponsors, and private industry associations with linkages to apprenticeship also serve on the State Board. An Apprenticeship Advisory Committee has been formed as a sub-committee of the State Board with a mission of partnering with business, labor and education to actively promote awareness of, and the benefits and successes of career opportunities in Registered Apprenticeship Occupations.

- vi. *Identify state policies developed in response to changes to WIA regulations that permit the use of WIA Title I financial assistance to employ or train participants in religious activities when the assistance is provided indirectly (such as through an ITA) (20 CFR § 667.266(b)(1).)*

The State is in the process of developing policy that will permit the use of WIA Title I funds to assist in the employment and training of participants via faith-based organizations. These organizations have always been permitted on the Eligible Training Provider List provided their applications met the criteria required of eligible training providers.

- c. *Eligible Training Provider List. Describe the State's process for providing broad customer access to the statewide list of eligible training providers and their performance information including at every One-Stop Career Center. (§112(b)(17)(A)(iii).)*

The Eligible Training Provider List (ETPL) is available through two sources. It is posted at www.mtjoblinc.com and is available to all customers via the Internet. A distribution list is also maintained and used to disseminate current ETPLs to all service providers of WIA Title 1B programs.

The existing ETPL is a large Excel spreadsheet that is very cumbersome to search and has no interactive capabilities. Montana will work to develop an interactive ETPL. The new ETPL will be available on the Internet and will allow searching by program or by training provider.

Montana currently has a waiver to exempt the State from providing performance data on these providers. The current waiver is in effect through June 30, 2005. Performance data for training providers will be incorporated into the interactive version of the ETPL when available.

- d. *On-the-Job (OJT) and Customized Training (§§112(b)(17)(A)(i) and 134(b).). Based on the outline below, describe the State's major directions, policies and requirements related to OJT and customized training.*

- vii. *Describe the Governor's vision for increasing training opportunities to individuals through the specific delivery vehicles of OJT and customized training.*

The State considers OJT and customized training as important training activities and opportunities for special populations where services are more appropriately provided through community-based organizations, labor organizations, trade associations, and employers. OJT and customized training opportunities should focus on developing skills for Montana's emerging industries in order to align with the Governor's overall goal and objective to facilitate the growth of Montana companies, increase wages for trained workers, increase employee productivity, and to assist in the skill development of employees in Montana.

- viii. *Describe how the State:*

- *Identifies OJT and customized training opportunities;*
- *Markets OJT and customized training as an incentive to untapped employer pools including new business to the State, employer groups;*
- *Partners with high-growth, high-demand industries and economically vital industries to develop potential OJT and customized training strategies;*
- *Taps business partners to help drive the demand-driven strategy through joint planning, competency and curriculum development; and determining appropriate lengths of training, and*
- *Leverages other resources through education, economic development and industry associations to support OJT and customized training ventures.*

The State does not conduct OJT or customized training activities. The State Board in 2000, in an effort to show support of a locally-driven and community-based WIA system, delegated the identification, leveraging, and marketing of OJT and customized training opportunities to the Local Boards. The State, however, provides guidance to Local Boards, as needed, on the various aspects of OJT and customized training.

4. *Service to Specific Populations. (§112(b)(17)(A)(iv).)*

- a. *Describe the State's strategies to ensure that the full range of employment and training programs and services delivered through the State's One-Stop delivery system are accessible to and will meet the needs of dislocated workers, displaced homemakers, low-income individuals such as migrants and seasonal farmworkers, women, minorities, individuals training for non-traditional employment, veterans, public assistance recipients and individuals with multiple barriers to employment (including older individuals, people with limited English-speaking proficiency, and people with disabilities.)*

Local Boards and their effective local One-Stop delivery system are key to ensuring business and industry have access to a skilled and prepared workforce. They assist participants in identifying and preparing for occupations that are in demand, in industries that are critical to Montana's economy. The State and Local Boards will collaborate to pursue new strategies to improve access and services to those with significant barriers to employment and/or self-sufficiency.

In addition, the State Board will work to: Develop and provide guidance to Local Boards on prioritizing services in the One-Stop System; explore capacity building efforts at the State and local levels and recommend ways to increase investments in building the capacity of One-Stop staff in providing services to special populations such as persons with disabilities and ex-offenders; and developing guidance for Local Boards on balancing the investment of shrinking resources into business, supportive, and training services.

- b. Describe the reemployment services you will provide to unemployment insurance claimants and the Worker Profiling services provided to claimants identified as most likely to exhaust their unemployment insurance benefits in accordance with section 3(c)(3) of the Wagner-Peyser Act.*

In PY 2004, Montana was selected as a Personal Reemployment Account (PRA) Demonstration State. As a result, our RES funding was turned into WIA PRA dollars, and Montana has not operated a dedicated RES program.

As Reemployment Services funding is reinstated in Montana, our State is committed to assigning staff positions in targeted offices, dedicated to providing intensive orientation and assessment to profiled and other UI claimants to determine services needed to enter employment or be enrolled in training.

Job search assistance and job club services will be offered to assist the customer in their work search efforts. Staff will work with claimants to increase the number of employer contacts, verify employer contacts and expand the UI claimant's job search to include secondary occupations and increase the geographic area of their job search. Strategies for staff will also include pursuing intensive job development for those claimants that are considered most job ready. Additionally, if UI claimants are determined to need training, training opportunities will be provided in coordination with the WIA Dislocated Worker Program, as funding is available.

- c. Describe how the State administers the unemployment insurance work test and how feedback requirements (under §7(a)(3)(F) of the Wagner-Peyser Act) for all UI claimants are met.*

Montana's new computer system for Wagner-Peyser activities, MONTANA WORKS, and the Unemployment Insurance computer system, Mistics, now have a common data base and are being programmed to perform the work test.

- d. Describe the State's strategy for integrating and aligning services to dislocated workers provided through the WIA rapid response, WIA dislocated worker, and Trade Adjustment Assistance (TAA) programs. Does the State have a policy supporting co-enrollment for WIA and TAA?*

Montana's Rapid Response program and the TAA program are operated by the State Job Service Workforce Centers. Project Challenge: Work Again of the AFL-CIO operates the WIA dislocated worker program for the Local Workforce Boards. Staff from the Job Service Workforce Centers coordinates all of the Rapid Response activities and help the employer or worker file TAA petitions. Partners at the local level are included in the

Rapid Response Workshops. In this way, the services provided to workers are coordinated and the leverage of funds between the WIA and TAA programs is maximized.

The Statewide Workforce Programs and Oversight Bureau has a policy to support co- and dual-enrollment for WIA and TAA. Montana successfully operates National Emergency Grants in such a way that WIA and TAA funds are coordinated to support workers, and will continue this practice.

- e. How is the State's workforce investment system working collaboratively with business and industry and the education community to develop strategies to overcome barriers to skill achievement and employment experienced by the populations listed in paragraph (a.) above and to ensure they are being identified as a critical pipeline of workers?*

Montana has been transforming into a demand-driven system that is responsive to individual employers and industries, and has been very effective working with 2-year education to provide timely skills training for both new and expanding businesses. We are further developing the demand-driven system as outlined in paragraph IX.C.4.a., which will develop strong collaboration with business and industry and the education community to further build on this strategy.

- f. Describe how the State will ensure that the full array of One-Stop services are available to individuals with disabilities and that the services are fully accessible?*

The State Department of Health and Human Services, Division of Vocational Rehabilitation is part of the State Agency Management (SAM) Team for Workforce Development. One purpose of this group is to organize and coordinate services throughout the one stop system. The State plans to expand disability services by providing information, and when possible, co-locating staff at all one-stops in Montana.

Currently, Vocational Rehabilitation has contributed significantly to services in Billings and Butte and continues to be a valued one-stop partner in these operations.

- g. Describe the role LVER/DVOP staff have in the One-Stop Delivery System? How will the State ensure adherence to the legislative requirements for veterans' staff? How will services under this Plan take into consideration the agreement reached between the Secretary and the State regarding veterans' employment programs? (§§112(b)(7), 112 (b)(17)(B); 322, 38 U.S.C. Chapter 41; and 20 CFR §1001.120.)*

The role of the LVER/DVOP staff in the One-Stop Delivery System is to provide our veteran clients the services that they need to obtain maximum employment. The LVER/DVOP staff members also educate our partners in the one-stop delivery system on the requirements for providing priority of service to any veteran client in the system.

Veterans Program Letter (VPL) 11-03 details the activities that LVER/DVOP staff members are to perform. The methods that Montana uses to ensure that the legislative requirements are fulfilled include some of the following. One method is to systematically monitor the local offices that have veteran representatives to ensure that all applicable

laws, regulations and directives are being followed. Both state and federal staff participate in this monitoring. Another is to inform and train our veteran representatives and local office staff and management on all the current regulations and applicable Veteran Program Letters so that everyone has a clear understanding of what is required of the veteran representative positions.

The Secretary of Labor has issued guidance to all grantees of US Department of Labor funds that veterans are to receive priority of service in all programs funded by the department. Montana will follow that directive.

- h. Department of Labor regulations at 29 CFR 37, require all recipients of Federal financial assistance from DOL to provide meaningful access to limited English proficient (LEP) persons. Federal financial assistance includes grants, training, equipment usage, donations of surplus property, and other assistance. Sub-recipients are also covered when Federal DOL funds are passed through from one recipient to a sub-recipient. Describe how the State will ensure access to services through the State's One-Stop delivery system by persons with limited English proficiency and how the State will meet the requirements of ETA Training and Employment Guidance Letter (TEGL) 26-02, (May 29, 2003) which provides guidance on methods of complying with the Federal rule.*

Montana's Local Areas are subject to both Federal and State requirements regarding nondiscrimination and equal opportunity, which includes equal access to persons with limited English proficiency.

A preliminary assessment of the workforce system, utilizing 2000 census data, was conducted using the four factors of number of proportion of LEP persons eligible to be served; frequency with which LEP individuals come in contact with the program; nature and importance of the program, activity or service provided by the program; and resources available. Initially the State determined that services to individuals with limited English proficiency in the workforce system currently meets requirements, however the State is in the process of developing LEP statewide policy that will include a checklist for developing a Limited English Proficiency Plan for communities to use.

Currently, Bilingual services are provided in the Community Management Teams located across the State. Bilingual interpretive services are provided by private individuals that speak multiple languages living in many areas across the state, the Montana University System and the Montana United Indian Association with sites located in various Community Management Teams and the One-Stop centers. Language access tools such as *I Speak Cards* and language access lines such as *Language Line*, and website such as *LEP.gov* are available through the internet.

- i. Describe the State's strategies to enhance and integrate service delivery through the One-Stop delivery system for migrant and seasonal farm workers and agricultural employers. How will the State ensure that migrant and seasonal farm workers have equal access to employment opportunities through the State's One-Stop delivery system? Include the number of Migrant and Seasonal Farmworkers (MSFWs) the*

State anticipates reaching annually through outreach to increase their ability to access core, intensive, and training services in the One-Stop Career Center System.

All Wagner Peyser services are provided through the One-Stop System, which includes mainstream and outreach services to migrant and seasonal farmworkers (MSFW). Many National Farmworker Jobs Program (NFJP) grantees have forged strong partnerships with local One-Stop delivery systems to ensure access to services.

During the average 2-month migrant farmworker season, Montana employs additional staff to conduct out-reach and promote the services available to the workers. In addition, for the past ten years in Lake County, service providers from the Office of Public Assistance, Migrant Health, Migrant Education, Rural Employment Opportunities, the Local Job Service Workforce Center, and Migrant Legal Services have coordinated and established a virtual One-Stop for migrant workers during the annual cherry harvest season. On site services are coordinated and provided for all legal Migrant and Seasonal workers who request and qualify for services. This collaborative effort may serve as a model for best practices to be incorporated in other local areas across Montana.

The State Board will work to promote the integration of service delivery for migrant and seasonal farmworkers by working with system partners to determine the needs of the agriculture industry in Montana's rural economy. The goal will be to publish a report that provides information, technical assistance, and best practices regarding how the One-Stop system can develop and maintain a broad range of services that are accessible and address the needs of migrant and seasonal farmworkers.

5. Priority of Service

a. What procedures and criteria are in place under 20 CFR 663.600 for the Governor and appropriate local boards to direct One-Stop operators to give priority of service to public assistance recipients and other low-income individuals for intensive and training services if funds allocated to a local area for adult employment and training activities are determined to be limited? (§§112(b)(17)(A)(iv) and 134(d)(4)(E).)

In the event that the funds allocated to local areas for adult employment and training activities are limited, priority shall be given to recipients of public assistance and other low-income individuals for intensive and training services. State policy provided that services would also be provided to special participant populations who are at or below a level of self-sufficiency, or have one of the following barriers: (1) older workers; (2) individuals with language barriers; (3) individuals facing cultural barriers, including American Indians; (4) individuals not receiving services from other programs in WIA. The State Workforce Investment Board delegated identification of other targeted populations to the local boards and community management teams. Self-sufficiency for this purpose is defined for adults as: meeting basic expenses without subsidies; functioning independently from federal or state assistance; having reasonable access to affordable health care; and earning a wage of at least \$9.59 per hour for an individual. Self-sufficiency for dislocated workers will be 90% of the layoff wage or wages equaling the adult self-sufficiency level, whichever is higher.

- b. *What policies and strategies does the State have in place to ensure that, pursuant to the Jobs for Veterans Act (P.L.107-288)(38 USC 4215), that priority of service is provided to veterans (and certain spouses) who otherwise meet the eligibility requirements for all employment and training programs funded by the U.S. Department of Labor, in accordance with the provisions of TEGL 5-03 (9/16/03/)?*

The State understands that although the Jobs for Veterans priority requirements, as they apply to Workforce Investment Act Title IB adult, youth and dislocated worker (both formula-funded and Rapid Response activities) programs, is a statutory mandate it is not intended to displace the core function of these WIA programs. Additionally, veterans seeking services must qualify as eligible through WIA Title IB and/or Title III programs.

In reference to WIA Title IB adult, youth and dislocated worker programs (both formula-funded and Rapid Response activities) the veterans' preference will be applied as follows:

- ♦ An individual meeting both the veterans' and the mandatory priorities or spending requirement or limitation would obtain the highest preference for the program.
- ♦ Non-veterans within the program's mandatory priority would receive a preference over eligible veterans outside the program-specific mandatory priority or spending requirement or limitation.
- ♦ Eligible veterans outside the program-specific mandatory priority or spending requirement or limitation would receive priority over non-veterans outside the priority or spending requirement or limitation (once the spending requirement or limitation is met.)

In addition to providing assurance that it will comply with the Secretary's Agreement in regard to Service to Veterans, Montana agrees to comply with requirements of the Jobs for Veterans Act and apply the priority of service for veterans (and in some cases spouses) who otherwise meet the eligibility requirements for participation in Wagner-Peyser funded programs.

D. *Rapid Response. (112(b)(17)(A)(ii).) Describe how your State provides Rapid Response services with the funds reserved under section 133(a)(2).*

1. *Identify the entity responsible for providing Rapid Response services. Describe how Rapid Response activities involve local boards and Chief Elected Officials. If Rapid Response activities are shared between the State and local areas, describe the functions of each and how funds are allocated to the local areas.*

The entity responsible for providing Rapid Response services is the State Job Service Operations Bureau with 17 State Job Service Workforce Centers across the State providing the service. All Rapid Response funds are allocated to the State Job Service Workforce Centers.

The Bureau Chief for the State Job Service Operations Bureau sits on the Local Boards and is part of the planning process for service delivery of Rapid Response activities. In addition, the WIA dislocated worker service provider for the Local Boards, Project Challenge: Work Again, is included in the planning and coordination of Rapid Response activities in Montana.

2. *Describe the process involved in carrying out Rapid Response activities.*
- a. *What methods are involved in receiving notice of impending layoffs (include WARN Act notice as well as other sources)?*

The Local Job Service Workforce Center staff provides an Initial Screening Contact (ISC) to the Rapid Response Unit located in the Statewide Workforce Programs and Oversight Bureau as soon as a layoff has occurred or they are informed of a pending layoff. This information is passed onto the Local Workforce Investment Board's administrative entity and the local service providers.

Any WARN Act notice comes to the Rapid Response Unit at the Statewide Workforce Programs and Oversight Bureau and is passed onto the Local Workforce Investment Board's administrative entity and the local service providers as necessary.

b. What efforts does the Rapid Response team make to ensure that rapid response services are provided, whenever possible, prior to layoff date, onsite at the company, and on company time?

The Rapid Response teams located in the Job Service Workforce Centers are in direct contact with the employer to the extent possible, when they are informed of a layoff. The team explains the benefits of providing Rapid Response information to the workers prior to the actual layoff date, and that providing the information at the company, and on company time, ensures the maximum numbers of workers are given information. The Job Service Workforce Centers also have staff dedicated to working directly with employers in local communities. The Rapid Response staff work with Job Service Business Advocates to build employer relationships in the communities so that when a layoff occurs, the relationship is already in place.

c. What services are included in Rapid Response activities? Does the Rapid Response team provide workshops or other activities in addition to general informational services to affected workers? How do you determine what services will be provided for a particular layoff (including layoffs that may be trade-affected)?

Services included in Rapid Response activities include:

- On-site contact with the employer, representatives of the affected workers, and the local community.
- Information and access to unemployment compensation benefits, comprehensive one-stop system services, and employment and training activities, including information on the Trade Adjustment Assistance program.
- Guidance and/or financial assistance in establishing a labor-management committee voluntarily agreed to by labor and management, or a workforce transition committee comprised of representatives of the employer, the affected workers and the local community. The committee may devise and oversee an implementation strategy that responds to the reemployment needs of the workers.
- Emergency assistance adapted to the particular closing, layoff or disaster.
- Assistance to the local board and chief elected officials to develop a coordinated response to the dislocation event and, as needed, obtain access to State economic development assistance. Such coordinated response may include the development of an application for a National Emergency Grant.

During a Rapid Response workshop, a survey of the workers is completed. The survey addresses basic questions to include education level, skills of the workers, how long they have worked for the employer, and what options the workers would consider for education and skills training. It also identifies issues or concerns the workers have, and other areas where the workers need additional information. Based on survey results, additional workshops are scheduled as necessary to address the needs of the workers.

3. *How does the State ensure a seamless transition between Rapid Response services and One-Stop activities for affected workers?*

The One-Stop system is actively involved in any Rapid Response activity that is held in communities. At the Rapid Response Workshop, Wagner-Peyser, WIA, Vocational Rehabilitation, and other One-Stop partners are present to give information to all of the workers including where to find services. A One-Stop application is completed at the time of the Rapid Response Workshop so all of the various partners have the applicant information.

4. *Describe how Rapid Response functions as a business service? Include whether Rapid Response partners with economic development agencies to connect employees from companies undergoing layoffs to similar companies that are growing and need skilled workers? How does Rapid Response promote the full range of services available to help companies in all stages of the economic cycle, not just those available during layoffs? How does the State promote Rapid Response as a positive, proactive, business-friendly service, not only a negative, reactive service?*

Rapid Response works very closely with the Job Service Employer's Council and the Business Advocates in the Job Service Workforce Centers. Rapid Response staff and Business Advocates consistently work with employers in communities to explain how early intervention with workers when a layoff may occur, is beneficial to the employer as well as the worker. The Business Advocates work directly with the local economic development agencies to identify employer needs in the communities and this information is shared with Rapid Response. Rapid Response through the partnership with Business Advocates, assures that the full range of services are available to help companies and are able to promote Rapid Response as a positive, proactive business service.

5. *What other partnerships does Rapid Response engage in to expand the range and quality of services available to companies and affected workers and to develop an effective early lay-off warning network?*

Rapid Response engages in partnerships with Unemployment Insurance, WIA, Trade Act programs, TANF, Children's Health Insurance Plan, economic development, Consumer Credit Counseling and Wagner-Peyser. Often a lay-off is reported to the Job Service Workforce Center by the employer or by the worker, but it is also reported to other partners. The coordination and cooperation of partners ensures that information is provided to the Rapid Response Unit to be distributed to all the partners.

6. *What systems does the Rapid Response team use to track its activities? Does the State have a comprehensive, integrated Management Information System that includes Rapid Response, Trade Act programs, National Emergency Grants, and One-Stop activities?*

The Rapid Response team uses the Montana Management Information System (MTMIS) to track activities. Currently, Trade Act programs are not tracked and integrated into the MTMIS system, however with the implementation of Montana Works, this will become a reality. Montana Works will be fully operational within the next year, at which time all of the WIA and Trade Act programs, and National Emergency Grants will be tracked in one system.

7. *Are Rapid Response funds used for other activities not described above; e.g., the provision of additional assistance to local areas that experience increased workers or unemployed individuals due to dislocation events?*

Montana uses a portion of Rapid Response funds to supplement participant services, due to the reduction in the formula dislocated worker funds. This has been done in an effort to maintain the delivery of services in the dislocated worker program.

- E. *Youth. ETA's strategic vision identifies youth most in need, such as out of school youth (and those at risk), youth in foster care, youth aging out of foster care, youth offenders, children of incarcerated parents, homeless youth, and migrant and seasonal farmworker youth as those most in need of service. State programs and services should take a comprehensive approach to serving these youth, including basic skills remediation, helping youth stay in or return to school, employment, internships, help with attaining a high school diploma or GED, post-secondary vocational training, apprenticeships and enrollment in community and four-year colleges. (§112(b)(18).)*

1. *Describe your State's strategy for providing comprehensive, integrated services to eligible youth, including those most in need as described above. Include any State requirements and activities to assist youth who have special needs or barriers to employment, including those who are pregnant, parenting, or have disabilities. Include how the State will coordinate across State agencies responsible for workforce investment, foster care, education, human services, juvenile justice, and other relevant resources as part of the strategy. (§112(b)(18).)*

The State Board sees opportunities to offer leadership, coordination and support for youth activities and strongly believes that coordination in the delivery of services with complementary federal and state programs will assure quality services to youth and reduce duplication of efforts.

Comprehensive, integrated services are provided statewide to eligible youth through the one-stop workforce system. The Youth Councils are partners and advisors to the Local Workforce Investment Boards in their effort to build the policies and systems for a more streamlined, effective service delivery system for all youth. Providers of youth programs, including the K-12 Education system, continue to enhance and expand their services to youth building on strategies such as:

- Basic skills remediation; tutoring, study skills training leading to completion of a secondary education;
- Alternative secondary school services;

- Social skills such as diversity training, interpersonal/thinking skills/ accepting responsibility; family intervention, and living alone, living with parents or others;
- Work maturity including age appropriate instruction, motivation, attitude, leadership, developing attention, individual focus, work habits, and time management;
- Transitional skills;
- Life skills such as budgeting, nutrition, individual counseling, career and life planning, drug and alcohol awareness;
- Summer employment opportunities linked to occupational and academic advancement;
- Paid and unpaid work experience including internships and job shadowing;
- Occupational skills training;
- Supportive services;
- Adult mentoring;
- Following-up services; Comprehensive guidance and counseling; and
- Broad understanding of educational and training opportunities and the means to fund them.

All eligible youth, including those with special needs and/or barriers to continued education and employment receive comprehensive services through the efforts of the Local Workforce Investment Area Youth Councils and youth service providers. Local Workforce Investment Area Youth Councils are advocates for youth and members represent a broad range of experience and expertise in youth issues. Providers of WIA Title IB youth services conduct outreach and recruit efforts throughout their respective districts and coordinate with other youth agencies to ensure youth have access to all services available to them in their communities.

Memorandums of Understanding between Local Workforce Investment Boards, Human Resource agencies, Job Corps and Employment Service agencies in the one-stop system are one avenue that the State will use in assuring that special programs and services to youth are provided.

- Youth will be introduced to labor market information, resources, services, and other information necessary to realize their goal;
- all ten required elements will be provided through providers of youth services and other organizations involved in the Local Workforce Investment Area One Stop systems;
- programs will be designed to offer assistance to youth in decision-making, academic, communication and study skills;
- youth will be advised of the most appropriate types of higher education institutions to meet their plans.

2. *Describe how coordination with Job Corps and other youth programs will occur. (§112(b)(18)(C).)*

There are three Job Corps centers in Montana and staff from the Job Corps have been very active in the development of Montana's Workforce System and have provided representation on nearly all of the Community Management Teams (CMT). Job Corps representatives have proactively shared information about their program through a variety of venues, including presentations to CMTs, the State Workforce Investment Board, the Local Workforce Investment Boards, and at the Annual WIA Conference. Job Corps has a representative on the State Board, on the local boards, and on the Youth Councils.

Additional opportunities for collaboration will occur through the process of identifying potential partners in the state to connect with and the benefits of making those connections. This approach will provide a fresh avenue for bringing about coordination with youth agencies that are not the traditional programs. Additionally, a very early mapping and gap analysis conducted by the team at the youth forum indicates the potential for partnerships with agencies not currently familiar with the workforce development system.

Further coordination and partnering of child care issues is attained through the membership on the Interagency Coordinating Council for State Prevention Programs. The Commissioner of Labor and Industry sits on this Council along with representatives from the Department of Public Health and Human Services which is the agency responsible for foster and child care issues, the Departments of Justice and Corrections, the Montana Children's Trust Fund and the Montana Board of Crime Control. The Interagency Coordinating Council for State Prevention programs goals include reducing child abuse and neglect by promoting child safety and healthy family functioning; and increasing the percentage of Montana high schools students who successfully transition from school to work, post-secondary education, training and/or the military.

The Montana Legislature established a Youth Justice Advisory Council and made them responsible for promoting juvenile justice coordination and performance. The Youth Justice Advisory Council recommends geographic areas where additional and supplemental juvenile programs are needed to the Local Workforce Investment Boards.

Jobs for Montana's Graduates (JMG) has been extremely successful in keeping at-risk Montana students in school while also preparing them with work readiness skills, job placement services, and career counseling opportunities. JMG funds are provided at the state level and then allocated to local school districts, which commit to operating JMG in their high schools.

Other strategies to consider include:

- Extending length of services to youth, especially out of school, including the one year retention services as appropriate;
- Expanding associate provider services to middle (or junior high) schools, senior high schools, and alternative schools to assure that students have access to information necessary to make career decisions;
- Targeting additional services and resources to at-risk youth and/or coordination with other services which may benefit them;
- Developing effective partnerships to create a greater connection between and among all youth programs and initiatives to eliminate duplication of services and provide more efficient services to youth.

3. *How does the State plan to utilize the funds reserved for Statewide activities to support the State's vision for serving youth? Examples of activities that would be appropriate investments of these funds include:*

- a. *utilizing the funds to promote cross agency collaboration;*
- b. *demonstration of cross-cutting models of service delivery;*
- c. *development of new models of alternative education leading to employment; or*
- d. *development of demand-driven models with business and industry working*

collaboratively with the workforce investment system and education partners to develop strategies for bringing these youth successfully into the workforce pipeline with the right skills.

The Montana Team for a Shared Youth Vision is currently in the early planning stages of promoting the shared vision for serving youth and funding discussions have not taken place.

Montana has an excellent best practice of successful use of funds reserved for Statewide youth activity funds that could be used as a guide to designing future activities. In 2001, the Local Workforce Investment Boards received \$363,736 of the Governor's discretionary funds. The Governor's only requirement for use of the funds was to use the funds for statewide youth leadership activities. Montana's local workforce area youth councils collaborated on how the funds would be used and the leadership activities that would take place. Youth Leadership Development/Taking Youth Councils to the Next Level and Special Community Projects were the themes for the activities.

Youth Leadership Development/Taking Youth Councils to the Next Level activities included supporting WIA youth, case managers, local board members and youth council members attendance at events including: National and Regional Youth Summits; 4-H sponsored events including state and national 4-H Congress; Conference on Race; certified soft skills training; and the Montana Foster Care Teen Conference. The program finale of the youth leadership development activities was the 2004 Montana Youth Symposium with over 100 youth, both WIA and non-WIA, attending.

A portion of the statewide funds was set aside for Special Community Projects that were youth driven, had a community impact and were over and above activities provided through WIA. These activities occurred in two phases. Self-esteem training and positive attitude development, development of mentoring programs, outdoor life and survival skills leadership camp, skills training, various community youth and family events, and building your own computer and training others are just a few of the activities in Phase I. Activities in Phase II included providing care packages for homeless youth, Healthy Community Healthy Youth community events, build a computer from scratch, youth with senior citizen projects, bringing R5 productions to communities throughout the state.

The activities that took place over the three year period of time helped develop valuable collaborative relationships between different youth agencies working together to combine resources of both funding and people that will continue.

There is great potential for utilizing funds to promote cross agency collaboration including conducting a statewide regional youth forum where youth leaders such as those in the WIA system, foster care, juvenile justice, and migrant seasonal Farmworker youth programs would work on a plan for collaboration. The plan could include activities such as conferences, forums and trainings that focus on several aspects of workforce development such as work-related education and training for high school youth and post-secondary youth to build job readiness skills and promote higher education. The planning process would be an opportune time for developing measurable outcomes, and building new partnerships, as well as strengthening current partnerships and sharing resources.

e. Describe how your State will, in general, meet the Act's provisions regarding youth program design. (§§112(b)(18) and 129(c).)

The Local Youth Councils play significant roles in developing and promoting Montana's programs and services for youth. Youth programs have been enhanced and expanded over the previous five year period to broaden the opportunity for young people to develop the knowledge and behavior skills necessary to enter and succeed in skilled and marketable high-paid careers.

The following ten program elements are made available to all youth: 1) Tutoring, study skills training and instruction leading to secondary school offerings; 2) Alternative secondary school offerings; 3) Summer employment opportunities directly linked to academic and occupational learning; 4) Paid and unpaid work experience, including internships and job shadowing; 5) Occupational skill training; 6) Leadership development opportunities, which may include such activities as positive social behavior and soft skills, decision making, team work, and other activities; 7) Supportive services; 8) Adult mentoring that may occur both during and after program participation; 9) Follow-up services; and 10) Comprehensive guidance and counseling, including drug and alcohol abuse counseling, and counseling as appropriate to the needs of individual youth.

In 2000, the State Workforce Investment Board recommended that the local youth program design include:

- Providing appropriate services based on age and individual youth needs;
- Preparing youth for success in employment through work-based experience;
- Improving educational achievement;
- Ensuring adequate support for youth in meeting their career goals; supportive services, adult mentoring, follow up, and comprehensive career guidance and counseling; and
- Encouraging leadership development, which includes positive social and soft skills training.

Comprehensive services are provided to eligible youth, including those with special needs and/or barriers to continued education and employment through efforts of the Local Workforce Investment Areas' Youth Councils of which the members are advocates for youth. The Local Workforce Investment Area Youth Councils also represent a broad range of experience and expertise in youth issues.

Memorandums of Understanding between Local Workforce Investment Boards, Human Resource agencies, Job Corps and Employment Service agencies in the one-stop system are one avenue that the State will use in assuring that special programs and services to youth are provided, including academic, communication and study skills.

Local Workforce Investment Boards and Youth Councils will ensure that workforce investment youth activities complement and reinforce academic and occupational curriculum. Through classroom learning and learning experiences at the workplace students will gain knowledge about the world of work, career options and how to make informed career decisions.

- All youth will be assessed for educational and occupational needs. Assessment results will be used to develop individual training plans and/or career plans tailored to the skills, learning styles, and interests of each participant.
- Youth will be introduced to labor market information, resources, services, and other information necessary to realize their goal;
- All ten required elements will be provided through providers of youth services and other organizations involved in the Local Workforce Investment Area One-Stop systems;
- Programs will be designed to offer assistance to youth in decision-making, academic, communication and study skills;
- Youth will be advised of the most appropriate types of higher education institutions to meet their plans;

Youth will be provided with supportive services that may include transportation, child and/or dependent care, medical services and access to appropriate work attire and work tools, technology or other reasonable accommodations within the workplace.

A minimum of 30% of Workforce Investment Act youth funds will be used for youth activities for out-of-school youth. Those out-of-school youth will be enrolled in services tailored to meet their needs. Youth providers will raise the literacy, social, and/or technical skills of the youth so they will successfully get and retain jobs and find career pathways to greater responsibility and higher wages.

WIA performance monitoring mandates that training dollars are spent in educational systems that successfully prepare workers. Leaders from the K-12 and the post-secondary educational systems are full participants on the Local and State Workforce Investment Boards and have committed to the successful implementation of the Workforce Investment Act. The Office of Public Instruction and the Office of the Commissioner of Higher Education have agreed to enter into a Statewide Memorandum of Understanding with other State agencies outlining the various methods of coordinating and collaborating they intend to pursue. Special attention will be given to eliminating duplication of services and testing.

F. *Business Services. (§§112 (a) and 112(b)(2).) Provide a description of the state's strategies to improve the services to employers, including a description of how the State intends to:*

1. *Determine the employer needs in the local areas and on a Statewide basis.*
2. *Integrate business services, including Wagner-Peyser Act services, to employers through the One-Stop system.*
3. *Streamline administration of Federal tax credit programs within the One-Stop system to maximize employer participation? (20 CFR part 652.3(b), §112(b)(17)(A)(i).)*

Montana will improve services to employers and business customers through a variety of strategies, implemented at a variety of levels that will result in a customer-focused, demand-driven, well-integrated One-Stop system.

Specific strategies include:

- Determine employer needs at the statewide level through the gathering and reporting of workforce and labor market statistical and customer satisfaction information. Interaction with business/employer organizations such as the State Chamber of Commerce, Montana

Economic Developers Association, Montana State Employers' Council – to name a few – will provide another vehicle for determining employer needs at a statewide level.

- Determine employer needs at the local level through both formal and informal methods of soliciting customer feedback and advice. Active participation with local business/employer organizations such as the Chamber of Commerce, local economic development entities and the local Job Service Employers Committee coupled with one-on-one interaction through service delivery to employers will help local One-Stop partners be responsive to the needs of their business customers. Formal methods of determining employer needs may include customer surveys and focus groups.
- Integration of business services, including Wagner-Peyser Act services, to employers will occur at both the state and local levels. State agencies that play a role in Montana's workforce development system will maintain regular communication and collaboration on the development and delivery of business services through the State Agency Management (SAM) Team for Workforce Development. The Team is comprised of lead agency officials from the Governor's Office of Economic Opportunity, the Departments of Labor and Industry that include representatives from workforce programs and the WIA liaison, Commerce, Public Health and Human Services including TANF and Vocational Rehabilitation, Office of Public Instruction, Office of the Commissioner of Higher Education, and State Board staff. Team meetings are scheduled at least once a month to identify and discuss issues of mutual interest, and improve cooperation and collaboration among departments and services. This also promotes the merits of integration of workforce development programs administered by state agencies. At the local community level, Wagner-Peyser Act services for business customers will be provided through the statewide network of 23 local Job Service Workforce Centers all of which are partners in Montana's One-Stop system. In those instances where it is feasible, Wagner-Peyser staff will be co-located with other partners. In other situations, the services will be provided as an affiliated partner or under contract with the certified One-Stop operator.
- Develop the implementation of a "One-Stop Business Center" model in communities throughout the state. Montana will build upon existing best practices models, such as the Flathead Regional Business Center in Kalispell, to replicate in whole or part in other communities. The Flathead model brings together eleven different business services providers (including Wagner-Peyser staff, public and private sector economic development entities and 2-year higher education) through a combination of co-location and regular collaboration and networking.
- The State will continue to seek ways to maximize employers' participation in the various Federal tax credit programs and streamline the administration of those programs. Outreach strategies to promote tax credit programs will include: 1) direct mail opportunities in collaboration with entities such as the Department of Revenue and Unemployment Insurance Contributions Bureau, 2) presentations at all Assistance to Business Clinics across the state and, 3) presentations to community and business organizations and gatherings. All of these strategies are currently being used for the Work Opportunity Tax Credit and Welfare-to-Work Federal tax credit programs that are administered through the Workforce Services Division of the Montana Department of Labor & Industry.

G. *Innovative Service Delivery Strategies (§112(b)(17)(A).)*

1. *Describe innovative service delivery strategies the State has or is planning to undertake to maximize resources, increase service levels, improve service quality, achieve better integration or meet other key State goals. Include in the description the initiative's general design, anticipated outcomes, partners involved and funds leveraged (e.g., Title I formula, Statewide reserve, employer contributions, education funds, non-WIA State funds).*

Members of the Governor's cabinet continue to endorse a State Agency Management Team for Workforce Development comprised of lead agency officials from the Governor's Office of Economic Opportunity, the Departments of Labor and Industry that include representatives from workforce programs and the WIA liaison, Commerce, Public Health and Human Services including TANF and Vocational Rehabilitation, Office of Public Instruction, Office of the Commissioner of Higher Education, and State Board staff. Team meetings are scheduled at least once a month to identify and discuss issues of mutual interest, and improve cooperation and collaboration among departments and services. This initiative also will assist the various programs with leveraging and pooling resources to maximize service delivery.

Montana has scheduled a facilitated 2-day One-Stop Development meeting in June 2005, with mandatory partners, state agency officials responsible for programs, local and state board members, local elected officials, and others to coordinate the integration of services in Montana's One-Stop System. The US Department of Labor Regional Office, the State Department of Labor and Industry, and the State Board are sponsoring the meeting. The goals are to: Create a list of best practices for streamlined service delivery and leveraging of fund; an agreement for mutual support of flexibility and innovation at the local level for customized service delivery; and partnerships that will ensure efficient collaboration and integration of services.

2. *If your State is participating in the ETA Personal Re-employment Account (PRA) demonstration, describe your vision for integrating PRAs as a service delivery alternative as part of the State's overall strategy for workforce investment.*

As one of the seven demonstration states for the Personal Reemployment Accounts (PRAs), Montana is looking forward to sharing the rural perspective in the proposed model of delivering PRAs. Our vision is that by giving the claimant a greater role in determining their needs, and having the ability to purchase services and products that may not have been available through typical WIA programs, they will be able to find sustainable employment and return to the workforce in less time. The bonus incentive is a unique facet of this demonstration, and Montana is optimistic this will give claimants the initiative to find employment early in their claim and take advantage of the bonus, and then maintain employment in order to claim the second part of the bonus. Our desired outcome is that claimants, having the knowledge, ability, work ethic and soft-skills, will obtain sustainable employment through a self-directed job search, utilizing the PRA funding.

H. *Strategies for Faith-based and Community Organizations (§112(b)(17)(i).) Enhancing outreach opportunities to those most in need is a fundamental element of the demand-driven*

systems goal to increase the pipeline of needed workers while meeting the training and employment needs of those most at risk. Faith-based and community organizations provide unique opportunities for the workforce investment system to access this pool of workers and meet the needs of business and industry. Describe those activities to be undertaken to: (1) increase the opportunities for participation of faith-based and community organizations as committed and active partners in the One-Stop delivery system; and (2) expand the access of faith-based and community-based organizations' clients and customers to the services offered by the One-Stops in the State. Outline those action steps designed to strengthen State collaboration efforts with local workforce investment areas in conducting outreach campaigns to educate faith-based and community organizations about the attributes and objectives of the demand-driven workforce investment system. Indicate how these resources can be strategically and effectively leveraged in the State's workforce investment areas to help meet the objectives of the Workforce Investment Act.

Montana has made a strong effort to provide services and training not traditionally served by the mainstream workforce system. This effort has included the expansion of the partnership and accessibility of services between many community based organizations with the local One-Stop systems. In addition, community based organization representatives are active members of the State and local boards, thereby providing key insight to the development and promotion of their role in the system.

Montana's Governor and State Board recognize that the integration of faith-based and community based organizations with the local One-Stop system is crucial to serving individuals with multiple barriers, and that the development of partnerships with these organizations is vital to ensuring job opportunities and the achievement of self-sufficiency. In addition, partnering with these organizations may result in the leveraging of significant funding through grant application opportunities available only to community and faith based organizations.

Montana, through the State and local boards, will focus on collaborating with faith and community based organizations in order to serve our youth who are most-at-risk. We are committed to educating parents and communities on the importance of promoting positive youth development, and informing parents and communities of strong and successful prevention and intervention programs that work by highlighting the efforts of coaches, pastors, and mentors from around the country.

X. State Administration

- A. *What technology infrastructure and/or management information systems does the State have in place to support the State and local workforce investment activities such as a One-Stop operating system designed to facilitate case management and service delivery across programs, a State job matching system, web-based self service tools for customers, fiscal management systems, etc.? (§§111(d)(2), 112(b)(1), and 112(b)(8)(B).)*

Montana currently has in place several systems that support State and local workforce investment activities. However, within the next year consolidation of reporting will occur for Wagner-Peyser, Veterans, and WIA programs under a new system called Montana Works. One component of

Montana Works offers a web-based self service tool for employers and job seekers that can be accessed from the following link: www.jobs.mt.gov.

B. Describe the State's plan for use of the funds reserved for Statewide activities under WIA §128 (a)(1).

The State of Montana plans to use the Statewide activities funds to continue to support the monitoring and oversight role delegated to the Montana Department of Labor and Industry, the State Workforce Investment Board, incentives and technical assistance funds to the Local Workforce Investment Areas, and Governor Discretionary funds to support critical need and functions on a statewide basis.

C. Describe how any waivers or workflex authority (both existing and planned) will assist the State in developing its workforce investment system. (§§189(i)(1), 189 (i)(4)(A), and 192 .)

Currently the State has a waiver request to extend the time limit on the period of initial eligibility of training providers. The waiver extension will allow Montana to better determine the most effective and efficient method of collecting training provider performance data, as well as alleviate provider concerns with the types and amount of information being requested. Any requests for waiver or workflex authority would be for the sole purpose of further development and enhancement of the workforce system.

Montana is committed to using as much flexibility as possible through the use of waivers to address local workforce needs specific to a rural state and its rural communities. Montana's low population density, coupled with the nation's fourth largest geographic area, puts the State in a position to take advantage of the use of waivers to be innovative in our approach to meet these unique rural needs.

D. Performance Management and Accountability. Improved performance and accountability for customer-focused results are central features of WIA. To improve, states need not only systems in place to collect data and track performance, but also systems to analyze the information and modify strategies to improve performance. (See Training and Employment Guidance Letter (TEGL) 15-03, Common Measures Policy, December 10, 2003.) In this section, describe how the State measures the success of its strategies in achieving its goals, and how the State uses this data to continuously improve the system.

1. *Describe the State's performance accountability system, including any state-system measures and the state's performance goals established with local areas. Identify the performance indicators and goals the State has established to track its progress toward meeting its strategic goals and implementing its vision for the workforce investment system. For each of the core indicators, explain how the State worked with local boards to determine the level of the performance goals. Include a discussion of how the levels compare with the State's previous outcomes as well as with the State-adjusted levels of performance established for other States (if available), taking into account differences in economic conditions, the characteristics of participants when they entered the program and the services to be provided. Include a description of how the levels will help the State achieve continuous improvement over the two years of the Plan. (§§112(b)(3) and 136(b)(3).)*

The Montana State Workforce Investment Board commits to clear goals and performance targets for the Workforce Investment Act. In turn, the State Board holds Local Boards accountable for performance under the programs for which they receive funds. Montana will negotiate WIA performance in the context of a comprehensive workforce development system and intends to utilize cross-program measures that apply to multiple programs clearly focusing on putting people to work in high skill, high wage jobs.

Montana has not established any additional performance goals beyond those required by the US Department of Labor Employment and Training Administration. Local workforce areas are held accountable to achieve the State's existing negotiated performance levels. Montana will continue to collect the necessary data to analyze the core indicators outlined in WIA.

The State's negotiated performance levels for the past two years have been close to or higher than most of the GPRA performance goals for core indicators. Montana has consistently shown improvement by either meeting or exceeding negotiated performance levels, or achieving the lower limit.

The State realizes that continuous improvement of the workforce system is an expected goal. Therefore, the State set a higher threshold for proposed negotiated levels for each of the core indicators for the next two years.

WIA Title 1B performance data for Montana's local areas is kept in the MTMIS management information system. In the near future, the State will be implementing MontanaWorks, which will contain data from WIA Title 1B, Wagner-Peyser, and TAA. This move will enable the State to better coordinate services for participants and allow better analysis of the system's performance, facilitating discussion on ways to improve performance at the local level. Initiation of MontanaWorks will start the process of integrating all Montana's workforce programs to provide system-wide analysis of the workforce system, and thus to determine future focus and necessary changes.

Montana was one of seven states that participated in the NGA Integrated Performance Information (IPI) project during 2004, and will be working through the State Board to implement the common measures identified in the IPI Blueprint for States that was disseminated by the project team in February 2005.

The State Board, through their Accountability Committee, produced the "Snapshot 2004" document. This tool is a spreadsheet that shows a clear picture of Montana's Workforce System and the more than \$152 million dollars that were allocated to the system in 2004. The document shows the oversight agency, who administers the services, the intended client, and the dollars allocated to the programs.

The Accountability Committee intends to incorporate the IPI performance measurement outcomes into a Scorecard of historical data in the Workforce System *Snapshot* document that is published annually by the State Board, to monitor and ensure continuous improvement of the statewide workforce system across programs.

2. *Describe any targeted applicant groups under WIA Title I, the Wagner-Peyser Act or Title 38 Chapters 41 and 42 (Veterans Employment and Training Programs) that the State tracks. (§§111(d)(2), 112(b)(3) and 136(b)(2)(C).)*

Montana is committed to providing quality workforce services to all Montanans. Given limited resources and economic conditions, local boards are encouraged to provide services to adults and youth with multiple barriers to employment, and to the disabled. Montana will continually work to assure the full array of workforce services are available to veterans.

3. *Identify any performance outcomes or measures in addition to those prescribed by WIA and what process is the State using to track and report them?*

Montana currently does not track performance measures for the workforce system outside those prescribed by the WIA. However, Montana was one of seven states that participated in the NGA Integrated Performance Information (IPI) project during 2004, and will be working through the State Board to implement the common measures identified in the IPI Blueprint for States that was disseminated by the project team in February 2005. This data will be incorporated into a Scorecard of historical data in the Workforce System *Snapshot* document that is published annually by the State Board.

4. *Describe the State's common data system and reporting processes in place to track progress. Describe what data will be collected from the various One-Stop partners (beyond that required by DOL), use of quarterly wage records (including how your State accesses wage records), and how the Statewide system will have access to the information needed to continuously improve. (§112(b)(8)(B).)*

Montana currently uses the Montana Management Information System (MTMIS) for data collection on WIA Title 1B programs. There are currently other systems in place to capture data for other workforce investment programs. Montana is in the process of implementing a new data collection system called "MontanaWorks." This system will capture data from all USDOL workforce investment programs. It is currently being used for Wagner-Peyser programs and will be in the near future for WIA Title 1B programs.

Montana's State staff has access electronically to Unemployment Insurance (UI) data. Several staff people also have rights to access the Wage Record Interchange System (WRIS), which provides out-of-state UI wage data for some participants in Montana's workforce programs. This data is confidential, and is provided to individual service providers in an aggregated format.

5. *Describe any actions the Governor and State Board will take to ensure collaboration with key partners and continuous improvement of the Statewide workforce investment system. (§§111(d)(2) and 112(b)(1).)*

Montana's State Board and its committees are comprised of business leaders, local representatives and elected officials, and state agency leaders who are dedicated to the continuous improvement of the workforce system.

Montana was one of seven states that participated in the NGA Integrated Performance Information (IPI) project during 2004, and will be working through the State Board to implement the common measures identified in the IPI Blueprint for States that was disseminated by the project team in February 2005. This data will be incorporated into a Scorecard of historical data in the Workforce System *Snapshot* document that is published annually by the State Board, to monitor and ensure continuous improvement of the Statewide workforce system across programs.

6. *How do the State and local boards evaluate performance? What corrective actions (including sanctions and technical assistance) will the State take if performance falls short of expectations? How will the State and Local Boards use the review process to reinforce the strategic direction of the system? (§§111(d)(2), 112(b)(1), and 112(b)(3).)*

An under-performing local board is required to complete a corrective action plan that is reviewed and approved by the State Workforce Oversight and Monitoring Bureau staff. The State will provide technical assistance and training in support of the local corrective action plan. The State staff also reports to the State Board regarding current status of monitoring reports, findings of compliance, or any issues requiring corrective action and the adherence of local boards to the corrective action plan. In any instance where there are issues the State Board feels are significant enough to warrant informing the Governor, the Board will issue a report identifying the issue(s) and direction or action that the Board has taken to address their concerns. If the State Board determines sanctions are necessary, the Board will submit a report to the Governor addressing the issues of non-compliance and lack of corrective action, and recommend the sanctions deemed necessary by the State Board.

7. *What steps, if any, has the State taken to prepare for implementation of new reporting requirements against the common performance measures as described in Training and Employment Guidance Letter (TEGL), 15-03, December 10, 2003, Common Measures Policy. NOTE: ETA will issue additional guidance on reporting requirements for common measures.*

Montana currently uses the Montana Management Information System (MTMIS) for performance data collection. State and local board personnel have examined the new requirements and have notified programmers of upcoming changes. MTMIS will be updated by July 1, 2005 to incorporate data used for common measure performance reporting. The local boards conducted technical assistance meetings for service providers during April 2005, and common measures were discussed in detail with them at that time.

8. *Include a proposed level for each performance measure for each of the two program years covered by the Plan. While the plan is under review, the state will negotiate with the respective ETA Regional Administrator to set the appropriate levels for the next two years. At a minimum, states must identify the performance indicators required under section 136, and, for each indicator, the State must develop an objective and quantifiable performance goal for two program years. States are encouraged to address how the performance goals for local workforce investment areas and training provides will help them attain their statewide performance goals. (§§112(b)(3) and 136.)*

Below is a condensed table reflecting Montana's proposed negotiated performance levels for each performance measure for PY 2005 and PY 2006. The expanded table is attached hereto as Attachment H.

	Performance Measures	Negotiated PY 2003	Actual PY 2003	Negotiated PY 2004	Actual PY 2004-3	Proposed PY 2005	Proposed PY 2006
Adult	Entered employment rate	73.0%	75.6	74.0%	80.2%	74.7%	75.4%
	Employment retention rate	86.0%	86.4	87.0%	84.1%	87.6%	88.2%
	Six months earnings change	\$3,500	\$3,704	\$3,550	\$4,646	3,575	3,600
	Employment & credential rate	56.0%	68.1	57.0%	69.0%	57.9%	58.8%
Dislocated Worker	Entered employment rate	78.3%	72.8	79.0%	77.0%	79.4%	79.9%
	Employment retention rate	89.0%	91.5	90.0%	86.5%	90.6%	91.1%
	Six months earnings change	91.0%	102.1	92.0%	90.3%	92.5%	93.1%
	Employment & credential rate	61.8%	64.1	62.8%	65.5%	63.6%	64.4%
Older Youth	Entered employment rate	73.0%	83.3	74.0%	67.7%	74.7%	75.4%
	Employment retention rate	84.0%	83.3	85.0%	82.5%	85.6%	86.2%
	Six months earnings change	\$3,200	\$3,330	\$3,250	\$3,467	3,275	3,302
	Employment & credential rate	60.0%	58.8	61.0%	51.3%	61.8%	62.7%
Younger Youth	Skill attainment rate	81.0%	87.2	82.0%	89.5%	82.6%	83.2%
	Diploma or equiv attainment rate	55.0%	55.6	56.0%	68.6%	56.9%	57.8%
	Retention rate	56.0%	64.1	57.0%	70.3%	57.9%	58.8%
Customer Satisfaction	Participants	80.0%	85.1	80.0%	83.9%	80.0%	80.0%
	Employers	85.0%	94.1	85.0%	87.6%	85.0%	85.0%

E. Administrative Provisions

1. *Provide a description of the appeals process referred to in §116(a)(5)(m).*

A petitioner for local area designation may appeal the action of the State Workforce Investment Board or the Governor by requesting an independent review. Such a request must be in writing from the local Chief Elected Official to the Governor within thirty (30) days of the date of denial and must include factors the petitioner deems necessary to be considered in the review. Upon request, the Statewide Workforce Programs and Oversight Bureau will provide a hearing by an impartial hearing officer that has no interest in the outcome. The hearing officer will make a recommendation to the Governor regarding the appeal within sixty (60) days from receipt of the notice to provide a hearing. The Governor will issue a final decision on designation.

The petitioner may appeal the Governor's decision to the Secretary if the final decision is an adverse decision or if no designation is made. (State WIA Policy Manual Section A. 1.60)

2. *Describe the steps taken by the State to ensure compliance with the non-discrimination requirements outlined in §188.*

The State developed a Methods of Administration (MOA) that reflects the Governor's commitment to nondiscrimination and equal opportunity. The nine elements outlined in the MOA outline Montana's policy on the nondiscrimination and equal opportunity requirements of WIA Title I Section 188 and 29 CFR Part 37. Because the Department of Labor and Industry is an umbrella agency for U.S. Department of Labor funded programs, the provisions of the MOA apply to Wagner Peyser, Unemployment Insurance and WIA Title IB financially assisted programs, activities and recipients. The State issued Equal Opportunity and Nondiscrimination policy including requirements for Notice of Equal Opportunity and Nondiscrimination such as posting notices in English and Spanish in all Title IB adult, youth and dislocated worker provider sites and providing notice to participants as well as maintaining a signed notice in participant files; the complaint processing procedures; universal access; monitoring for equal opportunity and nondiscrimination to the Local Workforce Investment Boards.

The State conducts an annual review of each Local Area at which time a compliance review for equal opportunity and nondiscrimination is performed.

XI. Assurances

1. The State assures that it will establish, in accordance with section 184 of the Workforce Investment Act, fiscal control and fund accounting procedures that may be necessary to ensure the proper disbursement of, and accounting for, funds paid to the State through the allotments made under sections 127 and 132. (§112(b)(11).)
2. The State assures that it will comply with section 184(a)(6), which requires the Governor to, every two years, certify to the Secretary, that -
 - a. the State has implemented the uniform administrative requirements referred to in section 184(a)(3);
 - b. the State has annually monitored local areas to ensure compliance with the uniform administrative requirements as required under section 184(a)(4); and
 - c. the State has taken appropriate action to secure compliance with section 184 (a)(3) pursuant to section 184(a)(5). (§184(a)(6).)
3. The State assures that the adult and youth funds received under the Workforce Investment Act will be distributed equitably throughout the State, and that no local areas will suffer significant shifts in funding from year to year during the period covered by this Plan. (§112(b)(12)(B).)
4. The State assures that veterans will be afforded employment and training activities authorized in section 134 of the Workforce Investment Act, and the activities authorized in chapters 41 and 42 of Title 38 US code. The State assures that it will comply with the veteran's priority established in the Jobs for Veterans Act. (38 USC 4215).)
5. The State assures that the Governor shall, once every two years, certify one local board for each local area in the State. (§117(c)(2).)

6. The State assures that it will comply with the confidentiality requirements of section 136(f)(3).
7. The State assures that no funds received under the Workforce Investment Act will be used to assist, promote, or deter union organizing. (§181(b)(7).)
8. The State assures that it will comply with the nondiscrimination provisions of section 188, including an assurance that a Methods of Administration has been developed and implemented (§188.)
9. The State assures that it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of section 188. (§185.).
10. The State assures that it will comply with the grant procedures prescribed by the Secretary (pursuant to the authority at section 189(c) of the Act) which are necessary to enter into grant agreements for the allocation and payment of funds under the Act. The procedures and agreements will be provided to the State by the ETA Office of Grants and Contract Management and will specify the required terms and conditions and assurances and certifications, including, but not limited to, the following:
 - General Administrative Requirements:
 - 29 CFR part 97 --Uniform Administrative Requirements for State and Local Governments (as amended by the Act)
 - 29 CFR part 96 (as amended by OMB Circular A-133) --Single Audit Act
 - OMB Circular A-87 --Cost Principles (as amended by the Act)
 - Assurances and Certifications:
 - SF 424 B --Assurances for Non-construction Programs
 - 29 CFR part 37 --Nondiscrimination and Equal Opportunity Assurance (and regulation) 29 CFR § 37.20
 - CFR part 93 --Certification Regarding Lobbying (and regulation)
 - 29 CFR part 98 --Drug Free Workplace and Debarment and Suspension Certifications (and regulation)
 - Special Clauses/Provisions:
 - Other special assurances or provisions as may be required under Federal law or policy, including specific appropriations legislation, the Workforce Investment Act, or subsequent Executive or Congressional mandates.
11. The State certifies that the Wagner-Peyser Act Plan, which is part of this document, has been certified by the State Employment Security Administrator.
12. The State certifies that veterans' services provided with Wagner-Peyser Act funds will be in compliance with 38 U.S.C. Chapter 41 and 20 CFR part 1001.
13. The State certifies that Wagner-Peyser Act-funded labor exchange activities will be provided by merit-based public employees in accordance with DOL regulations.
14. The State assures that it will comply with the MSFW significant office requirements in accordance with 20 CFR part 653.

15. The State certifies it has developed this Plan in consultation with local elected officials, local workforce boards, the business community, labor organizations and other partners.

16. As a condition to the award of financial assistance from the Department of Labor under Title I of WIA, the grant applicant assures that it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws:

- Section 188 of the Workforce Investment Act of 1998 (WIA), which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA Title I--financially assisted program or activity;

- Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the bases of race, color and national origin;

- Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;

- The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and

- Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs.

The grant applicant also assures that it will comply with 29 CFR part 37 and all other regulations implementing the laws listed above. This assurance applies to the grant applicant's operation of the WIA Title I-financially assisted program or activity, and to all agreements the grant applicant makes to carry out the WIA Title I-financially assisted program or activity. The grant applicant understands that the United States has the right to seek judicial enforcement of this assurance.

17. The State assures that funds will be spent in accordance with the Workforce Investment Act and the Wagner-Peyser Act and their regulations, written Department of Labor Guidance implementing these laws, and all other applicable Federal and State laws and regulations.

Attachment A

Attachment A ETA Regional Administrators

Region 1 – Boston/New York

Douglas Small
Regional Administrator
U.S. Department of Labor/ETA
JFK Federal Building, Rm. E-350
Boston, MA 02203
(617) 788-0170
FAX: 617-788-0101
Small.Douglas@dol.gov

Region 3 – Atlanta

Helen Parker
Regional Administrator
U.S. Department of Labor/ETA
Atlanta Federal Center Rm. 6M12
61 Forsyth Street SW
Atlanta, GA 30303
(404) 562-2092
FAX: 404-562-2149
Parker.Helen@dol.gov

Region 5 – Chicago/Kansas City

Byron Zuidema
Regional Administrator
U.S. Department of Labor/ETA
230 S. Dearborn St. Rm. 628
Chicago, IL 60604
(312) 596-5400
FAX: 312-596-5401
Zuidema.byron@dol.gov

Region 2 – Philadelphia

Lenita Jacobs-Simmons
Regional Administrator
U.S. Department of Labor/ETA
The Curtis Center
170 South Independence Mall W Ste 825 E
Philadelphia, PA 19106-3315
(215) 861-5205
FAX: 215-861-5260
Jacobs-simmons.lenita@dol.gov

Region 4 – Dallas/Denver

Joseph C. Juarez
Regional Administrator
U.S. Department of Labor/ETA
Federal Building, Rm. 317
525 Griffin Street
Dallas, TX 75202
(214) 727-8263
FAX: 214-767-5113
Juarez.joseph@dol.gov

Region 6 – San Francisco/Seattle

Richard Trigg
Regional Administrator
U.S. Department of Labor/ETA
71 Stevenson Street Rm. 830
San Francisco, CA 94119-3767
(415) 975-4610
FAX: 415-975-4612
trigg.richard@dol.gov

Attachment B

Attachment B Program Administration Designees and Plan Signatures

Name of WIA Title I Grant Recipient Agency Workforce Services Division, Statewide Workforce
Programs and Oversight Bureau

Address: PO Box 1728, 1327 Lockey Avenue
Helena, MT 59624

Telephone Number: (406) 444-2416 Facsimile Number: (406) 444-3037

Email Address: ichildress@mt.gov

Name of WIA Title I Administrative Agency Same as above

Address: _____

Telephone Number: _____ Facsimile Number: _____

Email Address: _____

Name of WIA Title I Signatory Official Ingrid Childress, Administrator

Address: Workforce Services Division, DLI
PO Box 1728, Helena, MT 59624

Telephone Number: (406) 444-2648 Facsimile Number: (406) 444-3037

Email Address: ichildress@mt.gov

Name of WIA Title I Liaison Ingrid Childress, Administrator

Workforce Services Division, DLI
Address: PO Box 1728

Helena, MT 59624

Telephone Number: (406) 444-2416 Facsimile Number: (406) 444-3037

Email Address: ichildress@mt.gov

Name of WIA Title I Grant Recipient/

State Employment Security Agency Workforce Services Division, DLI

Address: PO Box 1728

Helena, MT 59624

Telephone Number: (406) 444-2648 Facsimile Number: (406) 444-3037

Email Address: ichildress@mt.gov

Name and Title of State Employment Security Administrator (Signatory Official)

Name: Ingrid Childress Title: Administrator, Workforce Services Division

Address: PO Box 1728

Helena, MT 59624

Telephone Number: (406) 444-2648 Facsimile Number: (406) 444-3037

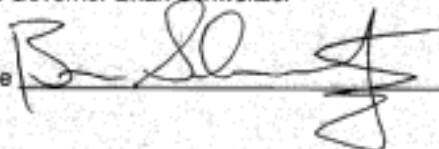
Email Address: ichildress@mt.gov

As Governor of Montana, I certify that for the State of Montana, the agencies and officials designated above have been duly designated to represent the State in the capacities indicated for the Workforce Investment Act, Title I, and Wagner-Peyser Act grant programs. Subsequent changes in the designation of officials will be provided to the U.S. Department of Labor as such changes occur.

I further certify that we will operate our Workforce Investment Act and Wagner-Peyser Act programs in accordance with this Plan and the assurances herein.

Montana Governor Brian Schweitzer

Signature



Date

5/20/05

Attachment C

State WIA Policy Manual GRIEVANCE AND APPEAL PROCESS

A. Local Workforce Investment Areas

1. Non-Designation of Local Area

A petitioner for local area designation may appeal the action of the State Workforce Investment Board or the Governor by requesting an independent review. Such a request must be in writing from the local Chief Elected Official to the Governor within thirty (30) days of the date of denial and must include factors the petitioner deems necessary to be considered in the review. Upon request, the Statewide Workforce Programs and Oversight Bureau will provide a hearing by an impartial hearing officer that has no interest in the outcome. The hearing officer will make a recommendation to the Governor regarding the appeal within sixty (60) days from receipt of the notice to provide a hearing. The Governor will issue a final decision on designation.

The petitioner may appeal the Governor's decision to the Secretary if the final decision is an adverse decision or if no designation is made.

2. Findings of Violations of WIA Title IB

- a. A Local Workforce Investment Area found to be in violation of WIA Title IB policies may file a grievance with the State WIA Equal Opportunity Officer. The LWIA will be offered the opportunity of a hearing within sixty days of filing the grievance. The State Equal Opportunity Officer will forward the grievance to an impartial hearing officer within the Department of Labor and Industry.
- b. A Local Workforce Investment Area which has been found to be in substantial violation of WIA Title IB and has received notice that either all or part of the local plan will be revoked or that a reorganization will occur, may appeal such sanctions to the U.S. Department of Labor Secretary under WIA section 184(b). The sanctions do not become effective until:
 - (1) The time for appeal has expired; or
 - (2) The Secretary has issued a decision
- c. All appeals must be submitted by certified mail, return receipt requested to:
Secretary
U.S. Department of Labor
Washington, D.C. 20210
Attention: ASET

B. Local Workforce Investment Areas' Grievance Process

WIA Title IB grant recipients and sub recipients, participants and other interested parties affected by statewide investment programs, may file a grievance or complaint. Local Workforce Investment Areas shall establish and maintain grievance procedures for resolving any grievances alleging a violation against the Act, Regulations, grants or other agreements under the Act. Such procedure shall include an opportunity for a hearing and be completed within 60 days after the filing of the grievance or complaint. The Local Workforce Investment Areas may adopt the State's WIA grievance procedure or incorporate the procedure into its own procedures. The procedures must provide the individual alleging unfair treatment the opportunity to file with the Statewide Workforce Programs and Oversight Bureau's WIA Equal Opportunity Officer if they chose to in addition to filing a grievance with the local WIA Equal Opportunity Officer.

For clarification between a complaint and a grievance, program complaints will be referred to as grievances and individuals alleging a complaint of this nature will be referred to as a grievant. Discrimination complaints will be referred to as complaints and individuals alleging an act of discrimination will be referred to as a complainant.

All complaints alleging discrimination must be filed with the State WIA Equal Opportunity Office **or** the Civil Rights Center. The process for filing complaints of discrimination is described in a separate section of the State WIA Policy Manual.

1. If the individual alleging unfair treatment cannot or does not cite a reason that it is a prohibited factor, then the complaint must be processed using the attached grievance procedure.
2. If the individual alleges that the unfair treatment was due to a prohibited factor, then the complaint must be processed using the complaint procedure.

NOTE: A complaint **cannot** be processed as both a program complaint and as a discrimination complaint.

Grievance or complaint procedures must be made available, upon request, to all WIA Title I participants, eligible training providers, service providers and other interested parties affected by the statewide workforce investment programs.

Grievances or complaints **must** be in writing or on a completed WIA complaint form (DL 1-2014a). The service provider, State or Local WIA Equal Opportunity Officer will assist the individual as needed with completing the complaint form.

C. Participant Notification

Local Workforce Investment Areas must ensure that all WIA Title IB participants are provided information about their right to file a grievance within one year of the alleged occurrence and the opportunity for an informal resolution that may include a hearing within sixty (60) days of filing the grievance. Verification of notification must be included in all adult, youth and dislocated worker program participant files. **20 CFR 667.600**

D. Non-WIA Remedies

Whenever any person, organization or agency believes that a WIA Recipient (State or LWIA) or sub recipient (service provider or eligible training provider) has engaged in conduct that violates the Act and that such conduct also violates a Federal statute other than WIA, or a State or local law, that person, organization or agency may, with respect to the non-WIA cause of action, institute a civil action or pursue other remedies authorized under other Federal, State or local law against the recipient, or sub recipient without first exhausting the remedies in this section. Nothing in the WIA law or these regulations shall:

1. Allow any person or organization to file a suit which alleges a violation of WIA law or regulations without first exhausting the administrative remedies described herein; or
2. Be construed to create a private right of action with respect to alleged violations of WIA law or regulations.

E. **Criminal Complaints**

Criminal complaints and reports of fraud, waste, and abuse shall be reported directly and immediately to the U.S. Department of Labor Office of the Inspector General.

20 CFR 667.630

F. **Non-Criminal**

Non-criminal grievances must be filed within one (1) year of the alleged occurrence.

A grievance pertaining to WIA Title IB may be brought by any individual or organization including, but not limited to program participants, service providers and staff, eligible training providers, contractors, Local Workforce Investment Boards, staff of State or LWIA administrative entities, applicants for participation or financial assistance, labor unions and any other interested parties affected by the statewide workforce investment programs.

Where possible, the identity of any person who has furnished information relating to, or assisted in an investigation of a possible violation of the Act will be held in confidence to the extent possible with a fair determination of the issues.

G. **Filing A Grievance**

1. Who May File

Any individual, including participants, staff, employers, board members or any other individual who believes they received unfair treatment in a Workforce Investment Act employment and training program may file a grievance.

2. Where to File

Grievances about WIA Title IB programs may be filed with service providers, the local workforce investment areas' administrative entity, or directly with the State WIA Equal Opportunity Officer in the Statewide Workforce Programs and Oversight Bureau.

Generally the State WIA Equal Opportunity Officer will refer to the Local Workforce Investment Areas' administrative entity, in which case the LWIA grievance procedure will be followed.

Grievances against a LWIA or its administrative entity must be forwarded to the State WIA Equal Opportunity Officer. Grievance examples may include the Request for Proposal Process or monitoring. Individuals will be notified whether or not the grievance has been accepted.

3. Filing A Grievance With The State WIA Equal Opportunity Officer

Grievances should be sent to:

Connie Kinsey State WIA Equal Opportunity Officer
Montana Department of Labor and Industry
P.O. Box 1728
Helena, MT 59624

- a. All grievances, with the exception of complaints alleging fraud or criminal activity, must be filed within one (1) year of the alleged occurrence.

Each grievance must be in writing and must include:

- (1) The name and address of the individual filing the grievance (or specify another means of contacting him or her);
 - (2) The identity of the respondent (the individual or entity that the grievant alleges is responsible for the grievance);
 - (3) A description of the allegations in sufficient detail;
 - (4) The signature of the individual filing the grievance or other authorized representative signature.
- b. The State WIA Equal Opportunity Officer will assist in filing a written grievance and advise the grievant of the entire grievance procedure including:
- (1) An opportunity for an informal resolution and a hearing; and
 - (2) Final decision will be issued within sixty (60) calendar days from the date the grievance was filed.
- c. The name of the grievant will be kept confidential where possible. Where disclosure of the person's identity is essential to assure a fair determination of the issues and to effectively accomplish responsibilities under the Workforce Investment Act, disclosure will be under conditions that promote continued receipt of confidential information.
- d. When the grievant requests an informal resolution the State WIA Equal Opportunity Officer will attempt to resolve the issue within a fourteen (14) calendar day period following the filing of the grievance.
- e. If conciliation occurs within the 14-day period, a written agreement (the WIA Conciliation Form or similar form may be used) shall be executed, signed by both the grievant and the respondent and forwarded to the State WIA Equal Opportunity Officer, Statewide Workforce Programs and Oversight Bureau, Department of Labor and Industry, P.O. Box 1728, Helena, Montana 59624.
- f. If no conciliation occurs within the 14 day period, a record of the attempt to conciliate will be sent to the State WIA equal opportunity officer.
- g. Upon receipt of an unresolved issue, the grievant will be offered the opportunity of a hearing.
- (1) If the grievant requests a hearing, the hearing must be provided for within thirty (30) calendar days from the date the grievance was filed (timeline may be waived) An impartial hearing officer will conduct the hearing.
 - (2) If the grievant does not desire a hearing, the State will make an administrative decision. Administrative decisions will be issued within sixty (60) calendar days from the date the grievance was filed.
- h. The grievant may amend the grievance at any point before the hearing; or withdraw the grievance at any time.
- i. If at any time during the process the grievant fails to cooperate, she/he shall be given notice that the grievance will be administratively closed within ten (10) calendar days, unless good cause is shown.

H. **Waivers**

The grievant may, for good cause, waive and extend the time limits of the grievance procedure so that a reasonable effort may be made to attempt informal resolution and/or schedule a hearing.

I. **Hearings**

If a violation of the Act is alleged, the grievant may request a hearing, which will be provided within thirty (30) calendar days of the filing of the grievance.

The Legal Services Division of the Montana Department of Labor and Industry will provide an impartial hearing officer to hear the grievance.

1. Interested parties will be provided:
 - a. Notice of hearing and the nature of the violation;
 - b. The manner in which the pre-hearing and the hearing will be conducted;
NOTE: All issues to be resolved at the hearing must be presented at the pre-hearing conference.
 - c. Written notice of the date, time, and place of hearing;
 - d. An opportunity to present evidence; and
 - e. Written decision
2. The grievant or respondent may with good cause, request a rescheduling of the hearing.
3. The party requesting the hearing will have the burden of establishing the facts and the entitlement to the relief requested.
4. The grievant or respondent may be represented by an attorney or other representative.
5. The grievant or respondent may bring witnesses and/or documentary evidence.
6. Both the grievant and the respondent have the right to see relevant documents. These documents should be available at the pre-hearing conference. Both the grievant and the respondent have the right to question witnesses.
7. The hearing officer will provide a copy of the Findings of Fact and the hearing officer's recommendation to the respective parties within twenty (20) calendar days after the hearing.
8. After receipt of the Findings of Facts and Recommendations, the State will review the findings and issue a final decision within ten (10) calendar days.

J. **Administrative Decision**

1. Grievances Initially Filed With The State
 - a. When there is no hearing the State will provide a written administrative decision based on the facts within sixty (60) calendar days of the filing of the grievance.
 - b. When there is a hearing, the State shall issue a written decision within thirty (30) calendar days of the hearing. This decision is final.

K. **Administrative Review Of Grievances Filed With The Local Workforce Area**

If the LWIA does not issue a decision within sixty (60) calendar days or issues an adverse decision the grievant may request that the State review the grievance and issue a decision. The State shall issue a decision thirty (30) calendar days from the date the decision should have been issued or an adverse decision was received.

The request for review shall be filed within ten (10) calendar days of receipt of an adverse decision **or** fifteen (15) calendar days from the date the decision was issued.

L. Process For Requesting A Determination From The Secretary Of Labor

State's failure to issue a decision (grievances initially filed with the State)

1. If the sixty (60) day time period elapses and the State fails to issue a final decision, the grievant may request a determination from the Secretary.
2. The request for determination shall be filed no later than fifteen (15) calendar days from which the grievant should have received the state-level decision. The grievant shall provide:
 - a. full name, telephone number and address of grievant;
 - b. clear, concise statement of facts, including pertinent dates, constituting the alleged violation;
 - c. the provision of WIA believed to have been violated;
 - d. Disclosure of whether proceedings have been commenced or concluded in front of any Federal, State, or other local authority, dates, name and address of authority and style of case; and
 - e. A statement of the date the grievance was filed with the state, date on which the state should have issued a decision, and an attestation that no decision was issued.

M. Alleged Violation Of Administrative Standards (WIA Section 181)

Grievances that allege a violation of WIA Administrative Standards shall be processed in the same manner as grievances about working conditions, wages and work assignments. An individual may submit a grievance alleging a violation of Section 181 to a binding grievance procedure if a collective bargaining agreement covering the parties to the grievance so provides.

NOTE: The Secretary does not review decisions issued through binding arbitration.

1. When to file With the Secretary

- a. If an individual that has alleged a violation of WIA Administrative Standards has exhausted the State's grievance procedure; that person may grieve to the Secretary of Labor; or

- b. If the sixty (60) day time period has elapsed without a decision either party to the grievance procedure may grieve to the Secretary. The Secretary shall investigate the grievance and make a determination as to whether a violation of Section 181 has occurred.

2. **Secretary of Labor Responsibilities**

a. Investigation

The Secretary will investigate allegations arising through the grievance procedure when:

- (1) A decision on a grievance has not been reached within the sixty day time period, or within sixty days of receipt of the request to appeal a local level grievance and either party appeals to the Secretary; or
- (2) A decision on a grievance is adverse to either party and is appealed to the Secretary.

b. Decision

If the Secretary upholds the State's decision, the determination is the final decision of the Secretary.

The Secretary shall issue a decision within 120 days of receipt of the complaint by the Secretary.

c. Appeal

- (1) Appeals made under paragraph 2. a. (1) must be filed within 120 calendar days of filing the grievance with the State, or the filing of the appeal of a local grievance to the State.
- (2) Appeals made under paragraph 2. b. (2) must be filed with sixty (60) calendar days of receipt of the decision being appealed.
- (3) All appeals must be submitted by certified mail, return receipt requested to:
Secretary
U.S. Department of Labor
Washington, DC 20210
Attention: ASET

A copy of the appeal must be simultaneously provided to the appropriate Regional Administrator and the opposing party.

- d. Grievances filed directly with the Secretary will be referred to the appropriate State or local area for resolution.

20 CFR 667.610-630
WIA Section 181 (c) (2) (A) (i-ii); (B)

3. **Remedies Available for Violation of Section 181**

a. Remedies available shall be limited to the following:

- (1) Suspension or termination of payments under WIA;
- (2) Prohibition of placement of participants, for an appropriate period of time, in a WIA program with an employer that has violated Section 181; and
- (3) Appropriate equitable relief (other than back pay).

b. In addition to the remedies listed above remedies may include:

- (1) Reinstatement of the grievant to the position held prior to displacement;
- (2) Payment of lost wages and benefits; and
- (3) Reestablishment of other relevant terms, conditions, and privileges of employment.

None of the remedies listed shall be construed to prohibit an individual from pursuing a remedy authorized under another Federal, State, or local law for a violation of Section 181.

Attachment D:

MONTANA ONE-STOP CERTIFICATION PROCESS

One-Stop Systems play an integral role within the Workforce Investment Act's vision for statewide workforce development. The State Board, in an effort to align with federal strategies, will ensure consistency and the flexibility to create a statewide system that is developed in consultation with the Local Workforce Boards with direct input from local communities and designed to meet local needs. The State Board has developed the general system criteria required for One-Stop Certification, and will work with Local Boards to improve upon the detailed process as necessary. Local workforce boards will be responsible for the certification of One-Stops, and the State Board will encourage Local Boards to provide technical assistance and guidance to the maximum extent possible, in order to promote and expand the development of the One-Stop System in Montana.

Business Plan

Local entities requesting certification will submit a business plan through their Community Management Team (CMT) to the appropriate Local Board. The Local Board will establish standard criteria acceptable for acceptance and approval. The Local Boards must take action on the business plan within 90 days of submittal by the CMT, and notify the CMT in writing of the Local Board's determination.

If a business plan is denied, the Local Boards must notify the CMT in writing, within the 90-day period, as to the reason(s) for denial, and provide a process improvement plan to assist the CMT with meeting the criteria for approval of the business plan. A CMT may submit a revised plan to the Local Boards at any time, which will re-initiate the process. The Local Boards will establish an appeal process for denial of application.

On-Site Review

Once a business plan is approved, Local Boards will conduct a site review within 60 days of the date the business plan was approved. The review will be conducted using the proposed business plan, and additional standardized criteria established/developed by the Local Boards and approved by the State Board, to include on-site monitoring, telephone or email interviews with site and partner staff, and other materials and information as approved. The Local Board will notify the CMT in writing within 30 days of the site review as to the determination of certification.

If the determination is favorable, the CMT will be awarded a certified status, and be provided the re-certification criteria. If the determination is not favorable, the CMT will be provided a corrective action plan along with the written determination, and afforded technical support and guidance from the Local Boards to assist with a second review. Within 60 days of receipt of a written response from the CMT addressing the issues of concern and requesting re-consideration, the Local Boards will conduct a site review and the site-review process will be reinitiated. The Local Boards will establish an appeal process for denial of application.

Re-Certification

Once a One-Stop is certified, every two years thereafter the Local Boards will conduct a re-certification, including an on-site review. In order to be re-certified, the One-Stop must meet the initial certification criteria. The Local Boards will establish an appeal process for denial of application.

Delegation of On-Site Reviews

If Local Boards elect to designate their administrative entity to conduct the on-site review of One-Stops, the Local Boards are responsible for ensuring the above process is adhered to, and that they receive reports of One-Stop certification activities at each Local Board meeting.

Appeals Process

The Local Boards are responsible for addressing issues that arise as a result of certification denial, or with the established appeals process. The State Board will be the second level in the appeals process, after the appropriate Local Board's attempt to resolve an appeals issue has been unsuccessful. The State Board will work to implement a formal Appeals Process for incorporation into the One-Stop Process by December 31, 2005.

MONTANA ONE-STOP CERTIFICATION CRITERIA

In order to be considered for certification as a local Workforce Investment Act (WIA) One-Stop System, a Business Plan must be submitted by the Local Community Management Team (CMT) to the Local Board for approval.

In addition, at least 80 % of the following criteria must be met, and a plan must be in place to meet the remaining 20 % within one (1) year of the date of certification:

1. At a minimum, a One-Stop system must provide the core services specified in WIA section 134(d)(2), and must provide access to other programs and activities carried out by the One-Stop partners. Additional partners may be required under the Act or the Business Plan, or voluntarily incorporated.

Co-location of programs is encouraged to the extent possible. Once a site is established, the site must utilize the term “One-Stop” as the common identifier. When selecting the site location, consideration must be given to customer accessibility.

2. A written agreement must detail management of the One-Stop and is to be reviewed, and if necessary revised, upon a change in key staff.
3. Co-located partners must have a written agreement or Operating Plan describing roles and responsibilities of each partner at the site. For those who are collaborating partners off-site, roles and responsibilities will be defined in an addendum to the co-located partner agreement.
4. All collaborating partners, those on and off site, must have the appropriate staff trained in the services provided by other partners, know who the contact person for each partner is, and can seamlessly refer clients or participants to the appropriate entity within each partner program.
5. Hotelling space must be made available at the site for visiting partner programs whenever feasible.
6. All partners, those on and off site, must have a resource area available to customers that is staffed, has information on all partners in the local system, and meets customer needs.
7. The site used for co-location must be accessible for those with disabilities and those who speak languages other than English.

Attachment E:

State Workforce Investment Board Conflict of Interest Policy

The State Workforce Investment Board recognizes its responsibility to ensure that its members conduct themselves in an unbiased manner and serve the goals established for Montana's workforce system. It is the responsibility of the State Board to guard against conflicts of interest that might compromise its integrity and objectivity. Neither membership on the State Board nor receipt of WIA funds to provide training and related services, by itself, violates the conflict of interest provisions provided a member does not vote on any matter relating to that interest.

This policy has been prepared to outline the Board's approach to identifying and evaluating potential conflicts of interest and assisting its members in addressing conflict of interest issues before a member takes an official action that might result in a breach of trust. The policy of the State Board provides members a means to avoid a conflict or the appearance of conflict between their financial or other personal interests and the goals and policies of the Board.

Conflict of interest exists if a Board member's vote leads to any form of immediate direct financial or personal gain for that member or for his or her family or the entity he or she represents. The term conflict of interest refers especially to situations in which financial or other personal considerations may compromise, or may have the appearance of compromising, the decisions made by a Board member. A conflict of interest is material if an ordinary person would take it into account in making a decision. Only material conflicts of interest are within the scope of this policy.

General Principles: Board members must ensure the integrity of their pursuits by taking steps to avoid a conflict of interest, or even the appearance of a conflict of interest. Because the complexity and diversity of personal and business relationships are extensive, and the perception of a conflict of interest may vary from one individual to another, the most effective means to address a conflict of interest is to establish a system under which Board members disclose potential, material conflicts before taking official board action.

If a member has a conflict of interest, he or she may not vote on any matter relating to that interest or otherwise use their influence to benefit themselves or any family member.

Identification of conflict of interest is not a simple task. A Board member has a conflict of interest if his or her judgment and discretion is or may be influenced by considerations either of personal gain or financial benefit. The following is a partial list of activities or actions that create a material conflict of interest that should be managed appropriately.

- a. Consulting activities on behalf of the State Workforce Investment Board.
- b. The purchase of goods or services from businesses in which the Board member, or his or her family, has a financial interest, or as a result of such purchase, may directly benefit.
- c. Receipt of gifts, gratuities, loans, or special favors (including trips or speaker's fees) from those involved in the State workforce system.
- d. Holding of an ownership interest by the Board member or the member's family in any real or personal property leased or purchased by the Board.
- e. Receipt, directly to the Board member of cash, services, or equipment provided for the Board member's support of workforce issues.
- f. Use of information received as a Board member for personal purposes.
- g. Activities that are in violation of federal, state, or local law, including the offering or acceptance of a bribe or kickback, are strictly prohibited.

Disclosure of a Board member's conflict of interest must be presented in writing to the State Board.

Attachment F

Attachment F LIST OF ACRONYMS

AA	Affirmative Action
ABLE	Adult Basic and Literacy Education
ADA	Americans with Disabilities Act
ADR	Alternative Dispute Resolution
AFDC	Aid to Families With Dependent Children
AJB	America's Job Bank
ASL	American Sign Language
BOS	Balance of State
CAC	Community Advisory Council (for the WoRC program)
CBO	Community-Based Organization
CEO	Chief Elected Official
CEP	Concentrated Employment Program
CFR	Code of Federal Regulations
CMT	Community Management Teams (within One-Stop system)
COC	Council of Commissioners
CRC	Civil Rights Center
CRT	Classroom Training
CS/CI	Customer satisfaction/Continuous Improvement
CSP	Community Service program
DLI	(Montana) Department of Labor and Industry
DOL	(U.S.) Department of Labor
DPHHS	(Montana) Department of Public Health and Human Services
DW	Dislocated Worker
EEO	Equal Employment Opportunity
EO	Equal Opportunity
ES	Employment Services (Wagner-Peyser)
E&T	Employment and Training
ETA	Employment and Training Administration USDOL
FIA	Family Investment Agreement
FMLA	Family Medical Leave Act
GAO	Government Accounting Office
GED	General Equivalency Diploma
HRDC or HRC	Human Resource Development Council
HUD	(US Department of) Housing and Urban Development
IEP	Individual Employability Plan (for WIA adult and dislocated worker program participants)
ISS	Individual Service Strategy (for WIA Title IB Youth program participants)
ITA	Individual Training Account
JSWC	Job Service Workforce Center
JSP	Job Supplemental Program
JTPA	Job Training Partnership Act
LD	Learning Disabilities
LEA	Local Education Agency

LEO	Local Elected Official
LEP.....	Limited English Proficiency
LMA.....	Labor Market Area
LMI	Labor Market Information
LWIA	Local Workforce Investment Area
LWIB	Local Workforce Investment Board
MACo.....	Montana Association of Counties
MJTP.....	Montana Job Training Partnership, Inc.
MOA	Methods of Administration (Relating to Equal Opportunity & Nondiscrimination)
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MSFW.....	Migrant Seasonal Farm Workers
MTMIS.....	Montana's Management Information System
NAWB	National Association of Workforce Boards
NACo	National Association of Counties
NAWDP.....	National Association of Workforce Development Professionals
OCHE.....	Office of the Commissioner of Higher Education
OIG.....	Office of Inspector General
OJT.....	On-the-Job Training
OMB.....	Office of Management and Budget
OPI	Office of Public Instruction
PCWA	Project Challenge: Work Again (Provides services to dislocated workers)
POP	Project Operating Plan
PY.....	Program Year for WIA the program year is from July 1 to June 30
R&A	Research and Analysis Bureau, Workforce Services Division
RFP.....	Request for Proposal
SAM	State Agency Management (SAM) Team for Workforce Development
SCSEP.....	Senior Community Services Employment Program
SDH.....	State Displaced Homemaker
SWIB.....	(Governor's) State Workforce Investment Board
TAA	Trade Adjustment Assistance
TANF	Temporary Assistance to Needy Families
TDD	Telecommunications device for the deaf
TTY	Teletypewriter (Communications device for the deaf)
UI	Unemployment Insurance
USDOL	United States Department of Labor
VOC-ED	Vocational Education
VR/Voc-Rehab.....	Vocational Rehabilitation
WIA.....	Workforce Investment Act of 1998
WEX.....	Work Experience
WoRC.....	Work Readiness Component
WOTC.....	Work Opportunity Tax Credit

Attachment G

GLOSSARY OF TERMS AND DEFINITIONS

Act – Means the Workforce Investment Act of 1998(WIA) or Public Law (PL) 105-220. A new, customer focused comprehensive workforce system (One-Stop System) to help Americans access the tools they need to manage their careers through information and high quality services, and to help U. S. companies find skilled workers.

Adult – An individual who is age 18 or older.

Adult Eligibility Determination – To receive Title I Adult Intensive Services, an individual must:

1. Be 18 years of age or older;
2. Be a U.S. citizen or registered alien;
3. Meet selective service registration requirements;
4. Have received the required gateway services of:
 - a. Initial assessment – that indicates the individual is unable to obtain employment through core services;
 - b. Eligibility determination.
5. Be a member of an Adult Priority-for-Service group.

Adult Gateway Services - Those services that an individual must receive to move from Core to Intensive services, and from Intensive to Training services. Gateway Services are used to determine that Intensive or Training services are required for the participant to achieve the goal of obtaining or retraining self-sufficient employment. Adult Gateway Services are:

1. To move from Core services to Intensive services, at a minimum:
 - a. Eligibility Determination
 - b. Initial Assessment indicating Intensive services are necessary for the individual to obtain or retain employment leading to self-sufficiency.
2. To move from Intensive services to Training services, at a minimum:
 - a. A completed IEP indicating that training is necessary for the individual to obtain or retain employment leading to self-sufficiency

Adult Performance Measures – For adults (18 and older) registered in the Adult Program Intensive and Training Services, the core indicators are:

1. Entry into unsubsidized employment;
2. Retention in unsubsidized employment 6 months after entry into the employment;
3. Earnings received in unsubsidized employment 6 months after entry into the employment;
4. Attainment of a recognized credential relating to achievement of educational skills, which may include attainment of a secondary school diploma or its recognized equivalent, or occupational skills, by participants who enter unsubsidized employment, or by participants who are eligible youth age 19 through 21 who enter post-secondary education, advanced training, or unsubsidized employment;
5. Participant Customer Satisfaction.

Adult Priority-for-Service – The Governor’s State Workforce Investment Board added the following as adult priority for services:

- a. Individuals who are at or lower than a level of self-sufficiency, or have one of the following barriers:
- b. Older workers; or
- c. Language; or
- d. Culture; or
- f. Not receiving service from other programs in WIA (emphasis on "receiving" rather than "eligible"); and
- g. Community Management Teams (CMTs) may recommend additional populations for consideration to the Local Workforce Investment Boards (LWIB).

Core Services: Core services are not subject to priority requirements. Core services are universally available to all adults entering a one-stop system facility.

Intensive and Training Services: WIA says that in the event that funds allocated to a local area for adult employment and training activities under 133(b) are limited, priority shall be given to recipients of public assistance and other low-income individuals for intensive services and training services.

WIA Sec. (134(d)(2)(E):

- 1. Recipients of public assistance;
- 2. Low-income individuals.

Affirmative Action – Specific results-oriented policy and procedures through which an agency commits itself to every good faith effort to correct deficiencies in the equitability with which it serves significant segments of its eligible population.

Americans with Disabilities Act (ADA) – A federal law providing for comprehensive civil rights protection to individuals with disabilities in areas of employment, public accommodations, state and local government services and telecommunications. (PL101-336).

Application - The process which requires the physical attainment of all necessary eligibility documentation regarding citizenship, age, income, selective service registration (if applicable) plus basic skills assessment for math and reading levels. Upon completion of eligibility determination, and signing of the application, eligible participants are placed into the applicant pool for consideration for enrollment into intensive services.

Architectural Barriers – Physical conditions of a building or a facility which reduce the accessibility to or usefulness of such a building or facility to individuals with physical disabilities.

Basic Skills Deficient – An individual has English reading, writing, or computing skill at or below the eighth grade level on a generally accepted standardized test or a comparable score on a criterion-referenced test.

Case Management – A client-centered approach in delivery of services, designed to:

- 1. Prepare and coordinate comprehensive employment plans, such as service strategies, for participants to ensure access to workforce investment activities and supportive services, using, where feasible, computer-based technologies; and
- 2. Provide job and career counseling during program participation and after job placement.

Chief Elected Official – The chief elected executive officer (or the individuals designated) of a unit of general local government in a local area.

Collocate – Several partner agencies located in a single customer friendly, functionally integrated site intended to provide customers with seamless access to WIA core, intensive and training services, and access to other services.

Client-centered – Services and improvements to the system are made based on customer feedback.

Community or Community System – The area surrounding and including one or more cities and towns that service providers residing in that area have historically served.

Community Management Team (CMT) – Group of One-Stop partners cooperatively planning WIA services in a community system.

Community-based Organization (CBO) – A private nonprofit organization that is representative of a community or a significant segment of a community and that has demonstrated expertise and effectiveness in the field of workforce investment.

Core Services – Services available to all customers (universal access) of the One-Stop Center. Core services include self-help services and services requiring minimal staff assistance as described under section 134 (d) (2) of the Act. Note: When staff assistance is required to provide supportive services to Core service participants, registration is required and counted for performance measurement purposes.

Counseling – Staff provision of information and advice to a customer for the purpose of helping the customer make wise choices about education, training, and career services.

Credentials - Credentials are defined as a high school diploma, GED or other recognized equivalent, post-secondary degrees/certificates (institutions of higher learning), licensure or industry-recognized certificates i.e., ASE car repair, Hazmat, CAN, CDL, Boiler Operator, Flag person, Heavy Equipment Operator, etc. For short-term, non-credit training, a certificate meets the definition of credentials if the training is competency based and includes an assessment of skills attainment upon completion.

Customer Satisfaction Performance Measurement – The customer satisfaction indicator of performance shall consist of customer satisfaction of employers and participants with services received from the workforce investment activities authorized under this subtitle. Customer satisfaction may be measured through surveys conducted after conclusion of participation in the workforce investment activities.

1. **Employer Customer Satisfaction** – The weighted average (not a percentage) of employer responses on each of the three questions regarding overall satisfaction reported on a 0-100 point scale.
2. **Participant Customer Satisfaction** – The weighted average (not a percentage) of participant responses on each of three questions regarding overall satisfaction are reported on a 0-100 point scale.

Customized Training

1. Training that is designed to meet the special requirements of an employer (including a group of employers);
2. Training that is conducted with a commitment by the employer to employ an individual on successful completion of the training; and

3. Training for which the employer pays for not less than 50 percent of the cost of training.

Dislocated Worker – An individual who:

(A)(i) has been terminated or laid off, or who received a notice of termination or layoff, from employment; (ii)(I) is eligible for or has exhausted entitlement to unemployment compensation; or (II) has been employed for a duration sufficient to demonstrate, the appropriate entity at a one-stop center referred to in section 134(c), attachment to the workforce, but is not eligible for unemployment compensation due to insufficient earnings or having performed services for an employer that were not covered under a State unemployment compensation law; and (iii) is unlikely to return to a previous industry or occupation; (B)(i) has been terminated or laid off, or has received a notice of termination or layoff, from employment as a result of any permanent closure of, or any substantial layoff at, a plant, facility or enterprise; (ii) is employed at a facility which the employer has made a general announcement that such facility will close within 180 days; or (iii) for purpose of eligibility to receive services other than training services described in section 134(d)(4), intensive services described in section 134(d)(3) or supportive services, is employed at a facility at which the employer has made a general announcement that such facility will close; (C) was self-employed(including employment as a farmer, rancher, or a fisherman) but is unemployed as a result of general economic conditions in the community in which the individual resides or because of natural disasters; or (D) is a displaced homemaker. (WIA Section 101(9))

Dislocated Worker Performance Measures – For registered dislocated workers in Intensive and Training Services, the core indicators are:

1. Entry into unsubsidized employment;
2. Retention in unsubsidized employment 6 months after entry into the employment;
3. Earnings received in unsubsidized employment 6 months after entry into the employment;
4. Attainment of a recognized credential relating to achievement of educational skills, which may include attainment of a secondary school diploma or the recognized equivalent, or occupational skills, by participants who enter unsubsidized employment, or by participants who are eligible youth age 19 through 21 who enter post-secondary education, advanced training, or unsubsidized employment;
5. Participant Customer Satisfaction

Displaced Homemaker (for Dislocated Worker Purposes) – An individual who has been providing unpaid services to family members in the home and who - -

1. Has been dependent on the income of another family member but is no longer supported by that income; and
2. Is unemployed or underemployed and is experiencing difficulty in obtaining or upgrading employment.

Displaced Homemaker (State-funded Program) – An individual who provides proof that they are an adult (18 years of age or older in Montana); AND

1. has worked as an adult primarily without remuneration to care for the home and family and for that reason has diminished marketable skills; AND
2. has been dependent on public assistance or on the income of a relative but is no longer supported by that income; OR

3. is a parent whose youngest dependent child will become ineligible to receive assistance under the program for Aid to Families with Dependent Children pursuant to Title 53, Chapter 4, Part 2, within two years of the parent's application for displaced homemaker assistance; OR
4. is unemployed or underemployed and is experiencing difficulty in obtaining any employment or suitable employment; OR
5. meets the qualifications described in 1-4 AND is a criminal offender.

MCA 39-7-303 as Amended

DOL – The U.S. Department of Labor, including its agencies and organizational units.

Economic Development Agencies – Local planning and zoning commissions or boards, community development agencies, and other local agencies and institutions responsible for regulating, promoting, or assisting in local economic development.

Eligible Provider – The term “eligible provider”, used with respect to:

1. Training services, means a provider who is identified as eligible under section 122 (e) (3) of the Act;
2. Intensive services, means a provider who is identified or awarded a contract as described under section 134 (d) (3) (B) of the Act;
3. Youth activities, means a provider who is awarded a grant or a contract under section 123 of the Act; or
4. Other workforce investment activities, means a public or private entity selected to be responsible for such activities, such as a one-stop operator designated or certified under section 121 (d) of the Act.

Eligible Training Provider List (ETPL) – A database of approved training programs eligible for Individual Training Accounts (ITAs).

Eligible Youth – An individual who –

1. Is not less than age 14 and not more than age 21;
2. Is a low- income individual; and
3. Is an individual who is one or more of the following:
 - a. Deficient in basic literacy skills.
 - b. A school dropout.
 - c. Homeless, a runaway, or a foster child.
 - d. Pregnant or parenting.
 - e. An offender or
 - f. An individual requiring additional assistance (including a youth with a disability) to complete an educational program or to secure and hold employment

Employment and Training Activity – An activity described in section 134 of the Act that is carried out for an adult or dislocated worker.

Exit – Conclusion of participation in workforce investment activities:

1. Soft Exit – generally, an individual who has exited Intensive or Training services, but is likely, for various reasons, to return for additional services in the future. (Participant is in a program and has not participated in an activity within the last 90 days, but has additional activities scheduled. Not

counted in the measures if participant is not available due to death, incarceration, hospitalization, or participating in a WIA National Reserve Account [WIA 1B dislocated workers].)

2. Hard Exit- generally, an individual who has exited Intensive or Training services, has reached self-sufficiency, and is unlikely, for various reasons, to return to for additional services in the future. (Participant leaves the program with a specific exit date.)

Families Achieving Independence in Montana (FAIM) – The Welfare Reform Project in Montana administered by the Montana Department of Health and Human Services (DPHHS) which began in February, 1996).

FAIM Coordinator – The employee of the County Office of Public Assistance who will determine eligibility for Pathways, help participants develop the Family Investment Agreement (FIA), monitor those agreements and make referrals to other appropriate programs.

Family – Two or more persons related by blood, marriage, or decree of court, who are living in a single residence, and are included in one or more to the following categories:

1. A husband, wife, and dependent children.
2. A parent or guardian and dependent children.
3. A husband and wife.

Governor – The chief executive of a state.

Grant – An award of WIA financial assistance by the U.S. Department of Labor to an eligible WIA recipient.

Grantee – The direct recipient of grant funds from the DOL. A grantee may also be referred to as a recipient.

Individual Employment Plan (IEP) - A plan between the participant and service provider to identify employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve his/her employment. An Individual Employment Plan (IEP) is required for Adult and Dislocated Worker participants in WIA Title I Intensive and Training services. It is both a continual process and a form. It is a planning process that identifies where the participant is and where the participant wants to be.

Individual with a Disability

1. In general. An individual with any disability (as defined in section 3 of the Americans with Disabilities Act of 1990 (42 U.S.C. 12`02)).
2. Individuals with Disabilities. More than one individual with a disability.

Individual Service Strategy (ISS) – The Individual Service Strategy is both a continual process and a form for youth service providers. It is a planning process for a participant that not only sets an employment goal, but also academic, occupational skill and personal needs. The development of the ISS shall be participant-focused and identify an appropriate mix of sequence of services.

Individual Training Accounts (ITA) – Training accounts that may be established on behalf of an eligible participant in WIA Title I adult and dislocated worker programs to purchase training services

from eligible providers they select in consultation with the case manager, counselor or coordinator. ITAs are not authorized for WIA Title I youth programs.

Initial Assessment – To determine whether the program can benefit the individual (suitability) and identify activities and services that would be appropriate, an assessment of the participant is necessary. Initial assessment is part of the overall intake process and includes the initial determination of each participant's employability, aptitudes, abilities and interests, through interviews, testing and counseling.

Intake - The process of collecting basic information which is commonly collected by all program partners (e.g., name, address, phone number, SSN) and all required activities up to the decision of eligibility or ineligibility for an individual program.

Intensive Services – Services beyond core services as described under section 134 (d) (3) (C) of the Act and are provided through the one-stop system for adults and dislocated workers who are:

1. Unemployed and unable to obtain employment through core services.
2. Have been determined by a one-stop operator to be in need of more intensive services in order to obtain employment.
3. Who are employed, but who are determined by a one-stop operator to be in need of such intensive services in order to obtain or retain employment that allows self-sufficiency.

Note: All participants in intensive services must be registered and are counted for performance measurement purposes.

JobLINC - The common identifier and 'logo' selected for use in marketing under the One-Stop Implementation grant. The system name which the local areas have agreed to adopt and operate under. To display the JobLINC registered logo, locations must participate in the Community Management Team (CMT) in their communities and, at a minimum, commit to provide core informational services from the location where the logo is displayed.

Labor Market Area – an economically integrated geographic area within which individuals can reside and find employment within a reasonable distance or can readily change employment without changing their residence. Such an area shall be identified in accordance with criteria used by the Bureau of Labor Statistics of the Department of Labor in defining such areas or similar criteria established by a Governor.

Labor Market Information – Labor Market Information (LMI) must be provided to participants in every program. LMI generally involves four major areas of information which include national job trends (including supply and demand), local job opportunities, education and skill requirements for jobs, and job seeking skills (writing resumes, job interview techniques, etc.).

Literacy – The ability to read, write, speak, compute or solve problems in English at or above the 8th grade level as measured on a generally accepted standardized test.

Local Area – The local workforce investment area(s) designated by the Governor for delivery of WIA services. The Governor certifies the local areas every two years.

Local Board or Local Workforce Investment Board (LWIB) – The local workforce investment board established in each local area of the State.

Lower Living Standard Income Level – The income level (adjusted for regional, metropolitan, urban, and rural differences and family size) determined annually by the Secretary of Labor based on the most recent lower living family budget issued by the Secretary.

Low-income Individual – An individual who:

1. Receives, or is a member of a family that receives, cash payments under a Federal, State, or local income-based public assistance program;
2. Received an income, or is a member of a family that received a total family income, for the 6-month period prior to application for the program involved (exclusive of unemployment compensation, child support payments, payments in subparagraph (A), and old-age and survivors insurance under section 202 of the Social Security Act (42 U.S.C. 402), that, in relation to the family size, does not exceed the higher of:
 - a. The poverty line, for an equivalent period; or
 - b. 70 percent of the lower living standard income level, for an equivalent period;
3. Is a member of a household that receives (or has been determined within the 6-month period prior to application for the program involved to be eligible to receive) food stamps pursuant to the Food Stamp Act of 1977 (U. S. C. 2011 et seq.);
4. Qualifies as a homeless individual, as defined in subsection (a) and (c) of section 103 of the Stewart B. McKinney Homeless Assistance Act (42 U. S. C. 11302);
5. Is a foster child on behalf of whom State or local government payments are made; or
6. In cases permitted by regulations promulgated by the Secretary of Labor, is an individual with a disability whose own income meets the requirements of a program described in subparagraph (A) or of subparagraph (B), but who is a member of a family whose income does not meet such requirements.

Needs-Related Payments – Payments established by the local boards for Adult I.B. participants who are (WIA 134(e)(3)):

1. Unemployed
2. Do not qualify or ceased receiving Unemployment Insurance (UI)
3. Enrolled in training services (WIA 134(d)(4)(D))

Needs-related payments are provided to individual participants in cases where such payments are necessary to enable individuals to participate in a training program funded by the Workforce Investment Act and further defined in this policy manual.

Nepotism - The State of Montana defines nepotism as the bestowal of political patronage by reason of relationship rather than of merit. MCA 2-2-301

Nontraditional Employment – Refers to occupations or fields of work for which individuals from one gender comprise less than 25 percent of the individuals employed in each such occupation or field of work.

O*NET – The Occupational Information Network for use matching the title of an occupation with its 5 or 6-digit occupational code (<http://online.onetcenter.org/>).

Offender – Any adult or juvenile:

1. Who is or has been subject to any stage of the criminal justice process, for whom services under this Act may be beneficial; or

2. Who requires assistance in overcoming artificial barriers to employment from a arrest or conviction.

Older Individual – An individual age 55 or older.

One-Stop Operator – One or more entities designated or certified under section 121(d) of the Act. One-stop operators are responsible for the operations and the coordination of all activities in a one-stop center. Each local workforce investment area must designate at least one One-Stop Operator.

One-Stop Partner – The term “one-stop partner” means:

1. An entity described in section 121(b) (1) of the Act; and
2. An entity described in section 121(b) (2) of the Act that is participating, with the approval of the local board and chief elected official, in the operation of a one-stop delivery system.
3. Any entity/individual participating in the activities of a Community Management Team (CMT).

One-Stop System – Often described as a “seamless system of service delivery”. Information and access to services are available to customers regardless of which partner site is entered. All partners have an obligation to provide the core informational services so that individuals may access the One-Stop System regardless of where they enter, including information regarding access or linkages to intensive services, training services and the programs and activities carried out by all of the One-Stop partners.

On-the-job Training – Training by an employer that is provided to a paid participant while

1. Engaged in productive work in a job that - -
2. Provides knowledge or skills essential to the full and adequate performance of job;
3. Provides reimbursement to the employer of up to 50 percent of the wage rate of the participant, for the extraordinary costs of providing the training and the additional supervision related to the training; and
4. Is limited in duration as appropriate to the occupation for which the participant is being trained; taking into account the content of the training, the prior work experience of the participant, and the service strategy of the participant, as appropriate.

Out-of-school Youth – The term “out-of-school youth” means:

1. An eligible youth who is a school dropout; or
2. An eligible youth who has received a secondary school diploma or its equivalent is basic skills deficient, unemployed, or underemployed.

Outreach – The activity involving the collection, publication and dissemination of information on program services available in the community system to assure universal access to core services including eligibility information for services beyond core services.

Participant – An individual who has been determined to be eligible to participate in and who is receiving services (except follow-up services authorized under this title) under a program authorized by this title. Participation shall be deemed to commence on the first day, following determination of eligibility, on which the individual began receiving subsidized employment, training, or other services provided under this title.

Pathways – A time-limited cash assistance program designed to provide families with opportunities leading to self-sufficiency. Eligibility is generally limited to 24 months of assistance.

Pattern of OJT Contract Failure – Any employer who has had two or more WIA funded OJT contracts that have failed to provide the OJT participant with continued, long-term employment with wages and working conditions at the same level and to the same extent as other similarly situated employees shall be ineligible to enter into further WIA OJT contracts. Dismissal of OJT participant for ‘just cause’ or due to economic factors that impact the employer or additional employees shall not constitute a pattern of failure.

Postsecondary Educational Institution – An institution of higher education, as defined in section 481 of the Higher Education Act of 1965 (20 U. S. C. 1088).

Poverty Line – The poverty line (as defined by the Office of Management and Budget, and revised annually in accordance with section 673(2) of the Community Services Block Grant Act (42 U. S. C. 9902 (2)) applicable to a family of the size involved.

Provider Agreement – See Subgrant definition.

Public Assistance – Federal, State or Local government support provided to families or its predecessor program, for which eligibility is determined by a needs or income test. Includes childcare, work subsidies, and allowances or other cash payments to meet living expenses.

Rapid Response Activity – An activity provided by the State, or by an entity designated by the State under section 134(a) (1) (A) of the Act, in the case of a permanent closure or mass layoff at a plant, facility, or enterprise, or a natural or other disaster, that results in mass job dislocation, in order to assist dislocated workers in obtaining reemployment as soon as possible, with services including:

1. The establishment of onsite contact with employers and with employee representatives:
 - a. Immediately after the state is notified of a current or projected permanent Closure or mass layoff; or
 - b. In the case of a disaster, immediately after the state is made aware of mass Job dislocation as a result of such disaster;
2. The provision of information and access to available employment and training activities;
3. Assistance in establishing a labor-management committee, voluntarily agreed to by labor and management, with the ability to devise and implement a strategy assessing the employment and training needs of dislocated workers and obtaining services to meet such needs;
4. The provision of emergency assistance adapted to the particular closure, layoff, disaster; and
5. The provision of assistance to the local community in developing a coordinated response and in obtaining access to state economic development assistance.

Recipient – An entity to which a WIA grant is awarded directly from Department of Labor to carry out a program under Title I of WIA. The State is the recipient of funds awarded under WIA sections 127(b)(1)(C)(I)(II), 132(b)(1)(B) and 132(b)(2)(B). The recipient is the entire legal entity that received the award and is legally responsible for carrying out the WIA program, even if only a particular component of the entity is designated in the grant award document.

Registration – The process for collecting information for supporting a determination of eligibility.

1. Adult: Adults who receive services funded under Title I.B. of WIA other than self-service or informational activities must be registered and determined eligible for Intensive Services. (The

process of registration is designed to signal when an individual is counted against core measures of performance in Title I programs. Programs do not need to register participants until they receive a core service beyond those that are self-service or informational. This point in time also corresponds to the point where participants are counted for performance measurement purposes. When staff assistance is required to provide supportive services through core services, registration in core services is required).

2. **Dislocated Worker:** The same as Adult registration with the addition of Rapid Response. Individuals who participate in Rapid Response may be registered if they complete an initial assessment that indicates intensive services are necessary. Rapid Response meets the requirement for gateway services.
3. **Youth:** The first step is to determine if the participant is eligible after providing the participant with necessary eligibility information, eligibility documentation has been provided, the application process has been completed, and the individual has been determined eligible to participate.

Release of Information - State and federal privacy laws were enacted to safeguard an individual's privacy from the misuse of federal and state records and to provide individuals access to their records. Access to files should be granted on a "need to know" basis. If other agencies, prospective employers, or other individuals request access to information in a file, authorization of release for the information should be obtained from the participant. Access to the records from other agencies may also require authorization for release of information.

Reverse Referral – An employer may refer individuals to service providers for consideration of developing an OJT contract with the following criteria: (1) Individual is eligible for WIA intensive and training services; (2) Individual's IEP assessment demonstrates OJT as an appropriate training activity; (3) Service Provider assess all current WIA participants for referral to OJT employer; and (4) Employer understands that they may or may not see the individual they referred, and that the service provider may refer additional WIA participants for the employer's consideration for hire under the OJT program.

School Dropout – An individual who is no longer attending any school and who has not received a secondary school diploma or its recognized equivalent.

Self Certification – An individual's signed attestation that the information he/she submits to demonstrate eligibility for a program under Title I of WIA is true and accurate.

Self-Sufficiency - The State Workforce Investment Board (SWIB) has defined Self-Sufficiency for adults as:

1. Meeting basic expenses (such as housing, transportation, food, clothing, health care, savings, and taxes) without subsidies;
2. Independence from federal or state assistance, with access to affordable health care;
3. A wage of at least \$9.59 per hour (\$19,945 annually for an individual (based on the northwest policy center "living wage" study and adjusted for inflation which will occur annually). Higher wages are necessary for families to become self-sufficient.

State Adjusted Level of Performance – The term "State adjusted level of performance" means a level of performance in clause (iii) or (v) of Section 136(b) (3) (A).

State Board – The State Workforce Investment Board (SWIB) established under section 111 of the Act.

Subgrant – (Provider Agreement) – An award of financial assistance in the form of money, or property in lieu of money made under a grant by a grantee to an eligible subgrantee. The term includes financial assistance when provided by contractual legal agreement, but does not include procurement purchases, nor does it include any form of assistance which is excluded from the definition of Grant in this part.

Subrecipient – An entity to which a subgrant is awarded and which is accountable to the recipient (or higher tier subrecipient) for the use of funds provided. DOL’s audit requirements for States, local governments, and non-profit organizations provides guidance on distinguishing between a subrecipient and a vendor at 29 CFR 99.210.

Supplemental Security Income (SSI) – A type of public assistance authorized pursuant to a state plan approved under the Social Security Act, Title XVI. It is a federal income maintenance program for the aged, blind and disabled, and it is based on need.

Supportive Services (fringe benefits) – Reasonable and necessary services such as transportation, child care, dependent care, housing, and needs-related payments, that are necessary to enable an individual to participate in activities authorized under this title, consistent with the provisions of this title. In addition to providing supportive services during a participant’s participation in WIA activities, they may also provided for up to 12 months while participant is receiving follow-up services.

Training Services - Training services include WIA-funded and non-funded partner services. These services include: occupational skills training, including training for nontraditional employment; on-the-job training; programs that combine workplace training with related instruction, which may include cooperative education programs; training programs operated by the private sector; skill upgrading and retraining; entrepreneurial training; job readiness training; adult education and literacy activities in combination with other training, apprenticeships, and customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.

Note: All participants in training services must be registered and are counted for performance measurement purposes.

Unemployed Individual – An individual who is without a job and who wants to and is available for work. The determination of whether an individual is without a job shall be made in accordance with the criteria used by the Bureau of Labor Statistics of the Department of Labor in defining individuals as unemployed.

Unobligated Obligations – The portion of funds authorized by the Federal agency that has not been obligated by the grantee and is determined by deducting the cumulative obligations from the cumulative funds authorized.

Vendor – An entity responsible for providing generally required goods or services to be used in the WIA program. These goods or services may be for the recipient’s or subrecipient’s own use or for the use of participants in the program.

Veteran – Related definition - - (per Workforce Investment Act)

1. Veteran - An individual who served in the active military, naval, or air service, and who was discharged or released from such service under conditions other than dishonorable.

2. Recently Separated Veteran – Any veteran who applies for participation under this title within 48 months after the discharge or release from active military, naval, or air service.

The USDOL Veterans' Program utilizes the definition of Veteran as found in MCA Section 39-29-101: "Veteran" means a person who:

- (a) was separated under honorable conditions from active federal military duty in the armed forces after having served more than 180 consecutive days, other than for training;
- (b) as a member of a reserve component under an order of federal duty pursuant to 10 U.S.C. 12301(a), (d), or (g), 10 U.S.C. 12302, or 10 U.S.C. 12304 served on active duty during a period of war or in a campaign or expedition for which a campaign badge is authorized and was discharged or released from duty under honorable conditions; or
- (c) is or has been a member of the Montana army or air national guard and who has satisfactorily completed a minimum of 6 years of service in the armed forces, the last 3 years of which have been served in the Montana army or air national guard.

Wagner-Peyser – Employment Service programs – Employment Service basic labor exchange and other services funding source. Employment Services are provided in the Montana Job Service Workforce Centers located across the State.

Work Experience – A planned, structured learning experience that takes place in a workplace for a limited period of time. A work experience workplace may be in the private for profit sector, the non-profit sector, or the public sector. Work experience is an authorized activity for WIA Adult, Dislocated Workers or Youth participants.

Workforce Investment Act (WIA) titles:

- I – Adult, Youth and Dislocated Worker services
 - I.B. – Adult, Dislocated Workers, Youth
 - I.C. – Job Corps
 - I.D. – Native American, Migrant and Seasonal Farmworker, Veterans, etc.
- II – Adult Basic Education
- III – Wagner-Peyser (Job Service)
- IV – Vocational Rehabilitation
- V – General Provisions

Workforce Investment Activity – The array of activities permitted under Title I of WIA, which include employment and training activities for adults and dislocated workers, as described in WIA section 134, and youth activities as described in WIA section 129.

Youth Activity – An activity described in section 129 of the Act that is carried out for eligible youth (or as described in section 129(c) (5)).

Youth Council – The term “youth council” means a council established under section 117(h) of the Act.

Youth Performance Measures

For enrolled Older Youth (19 – 21 years of age) the performance indicators are:

1. Entry into unsubsidized employment;
2. Retention in unsubsidized employment 6 months after entry into the employment;

3. Earnings received in unsubsidized employment 6 months after entry into the employment;
4. Attainment of a recognized credential relating to achievement of educational, which may include attainment of a secondary school diploma or its equivalent, or occupational skills, by participants who enter employment, or by participants who enter post-secondary education, advanced training, or unsubsidized employment.
5. Participant Customer Satisfaction.

For enrolled Younger Youth (14 – 18 years of age), the performance indicators are:

1. Attainment of basic skills and, as appropriate, work readiness or occupational skills;
2. Attainment of secondary school diplomas and their recognized equivalents; and
3. Placement and retention in post-secondary education or advanced training, or and retention in military service, employment, or qualified apprenticeships.
4. Participant Customer Satisfaction.

ATTACHMENT H**STATE OF MONTANA
PERFORMANCE MEASURES**

Performance Measure	PY-05 (07/01/05 - 06-30-06)	PY-06 (07/01/06 - 06-30-07)
Adult		
Entered Employment	81	82
Employment & Retention	83	85
Earnings Change	\$4,100	\$4,200
Employment & Credential	70	71
WIA Dislocated Worker		
Entered Employment	80	81
Employment & Retention	89	90
Earnings Change	\$275	\$325
Employment & Credential	70	71
WIA Older Youth		
Entered Employment	76	77
Employment & Retention	86	87
Earnings Change	\$3,400	\$3,500
Employment & Credential	62	63
WIA Younger Youth		
Skill Attainment	89	91
Diploma or Equivalent	63	65
Younger Youth Retention	67	69
WIA Customer Satisfaction		
Participants	84	84
Employers	88	90

Addendum to State Plan – Page 14(A)
Page 14, Item B.2.

B. State Workforce Investment Board (§112(b)(1).)

- 1. Describe the organization and structure of the State Board. (§111).)*
- 2. Identify the organizations or entities represented on the State Board. If you are using an alternative entity which does not contain all the members required under section 111(b)(1), describe how each of the entities required under this section will be involved in planning and implementing the State's workforce investment system as envisioned in WIA. How is the alternative entity achieving the State's WIA goals? (§111(a-c), 111(e), and 112(b)(1).)*

The current State Board is comprised of 41 members; 22 private sector members, 6 public representatives from state government and education, and 13 members who represent elected officials, labor, community based organizations, economic development, and other mandatory partners.

The private sector members are representative from some of Montana's largest industries including: mining; wood products and timber; PPL Montana and Northwestern Energy; the Montana Hospital Association; and the construction industry. In addition to private sector members, board representation includes members from: Local economic development corporations; Montana State Chamber of Commerce; local workforce boards; Chief Elected Officials (county commissioners); community based organizations; the Governor's Office of Economic Development; Montana State AFL-CIO; the Commissioner of Higher Education, and the Director of 2-Year Education and Workforce Development; Office of the Superintendent of Public Instruction; Montana Department of Public Health and Human Services (TANF and Vocational Rehabilitation); Montana Department of Labor and Industry, representing employment services, employment statistic information, veterans' employment programs, employment and training, and unemployment insurance; Montana State Senate; Montana State House of Representatives; Human Resource Development Council (agency with expertise in workforce investment and youth activities); Shodair Children's Hospital; and Job Corps.

The current Board was appointed by former Governor Martz. As of January 4, 2005, Montana came under a new administration with Governor Schweitzer. We anticipate new State Board appointments in the near future.

Addendum to State Plan – Page 18(A)
Page 18, Item C.1.

C. Structure/Process for State agencies and State Board to collaborate and communicate with each other and with the local workforce investment system (112(b)(8)(A).)

5. *Describe the steps the State will take to improve operational collaboration of the workforce investment activities and other related activities and programs outlined in section 112(b)(8)(A), at both the State and local level (e.g., joint activities, memoranda of understanding, planned mergers, coordinated policies, etc.). How will the State Board and agencies eliminate any existing State-level barriers to coordination? (111(d)(2) and 112(b)(8)(A).)*

In 2004, the State Board identified a situation that was creating a lack of communication and cooperation among certain system partners that had the potential to affect delivery of services to participants in the workforce system. In response to the issues identified by the State Board and in order to successfully resolve the communications barrier, the Governor is pursuing several strategies to promote and develop strategic partnerships to improve cooperation and collaboration among system partners and programs.

The first is to promote and increase the role of the State Workforce Investment Board and its committees in the development of partnerships. The State Board will act as the convener of parties, and work to provide innovative strategies for cooperation between business and industry, economic development, the public workforce system, and education partners, with the primary focus on targeted industries with high-growth, high-demand occupations. Additionally, the Governor and State Board will continuously work to ensure that those industries are represented on the Board.

Second, members of the Governor's cabinet continue to endorse a State Agency Management Team for Workforce Development comprised of lead agency officials from the Governor's Office of Economic Opportunity, the Departments of Labor and Industry that include representatives from workforce programs and the WIA liaison, Commerce, Public Health and Human Services including TANF and Vocational Rehabilitation, Office of Public Instruction, Office of the Commissioner of Higher Education, and State Board staff. Team meetings are scheduled at least once a month to identify and discuss issues of mutual interest, and improve cooperation and collaboration among departments and services.

Montana scheduled a facilitated 2-day One-Stop Development meeting in June 2005, with mandatory partners, state agency officials responsible for programs, local and state board members, local elected officials, and others to coordinate the integration of services in Montana's One-Stop System. The US Department of Labor Regional Office, the State Department of Labor and Industry, and the State Board are sponsoring the meeting. The goals are to: develop a common vision for the workforce system in Montana; create a list of best practices for streamlined service delivery and leveraging of fund; agree to mutually support flexibility and innovation at the local level for customized service delivery; and create partnerships that will ensure efficient collaboration and integration of services.

It is the intention of the State Board and state agencies that these strategies will eliminate the communications and coordination barrier the state is experiencing with certain system partners.

Addendum to State Plan – Page 51(A)
Page 51, Item I.

- I. Oversight/Monitoring Process -- Describe the monitoring and oversight criteria and procedures the State utilizes **to move the system toward the State's vision and achieve the goals identified above**, such as the use of mystery shoppers, performance agreements. (§112(b)(14).)*

Montana's vision for the workforce system includes implementing policies and strategies that will promote integration of services and the participation of education, and further develop a seamless one-stop system. We also will work to increase the collaborative partnerships both in Montana and with our surrounding provinces and states to expand upon our resource based economic structure to promote a Value-Added Economy.

Montana utilizes the monitoring and oversight process and procedures to work toward this vision and achieve our workforce goals by developing and maintaining a close working relationship between the State Board and the Workforce Programs and Oversight Bureau. This Bureau is responsible for performing WIA and Wagner-Peyser monitoring and oversight functions for the state. Therefore, by ensuring timely and open communications between the State Board and the Bureau, the State Board is consistently kept informed regarding any potential concerns or compliance issues that may adversely affect the state's ability to realize its vision of a fully integrated and seamless system, and affords the State Board the opportunity to provide assistance to system partners to address and correct concerns before any adverse affect is realized by the system. In addition, the monitoring process ensures less duplication of services, which is a goal established by the State Board.

The State is also looking to begin implementation of the Integrated Performance Information (IPI) Blueprint that was generated as a result of the US Department of Labor sponsored "IPI Project". This will require information sharing across agencies and programs, ensure common reporting for performance systems management, and encourage partnerships at all levels of the workforce system. The State Board intends to publish the common measures identified in the IPI project as a historical scorecard for all partners in the workforce system, by publishing the performance data annually on the State Board's *Snapshot* document.

Addendum to State Plan – Page 59(A)
Page 59, Items C.1 a.b.c.
Page 59, Item C.2.

C. Adults and Dislocated Workers

1. Core Services. §112(b)(17)(a)(i).

- a. Describe state strategies and policies to ensure adults and dislocated workers have universal access to the minimum required core services as described in §134(d)(2).*
- b. Describe how the state will ensure the three-tiered service delivery strategy for labor exchange services for job seekers and employers authorized by the Wagner-Peyser Act includes: (1) self-service, (2) facilitated self-help service, and (3) staff-assisted service, and is accessible and available to all customers at the local level.*
- c. Describe how the state will integrate resources provided under the Wagner-Peyser Act and WIA Title I for adults and dislocated workers as well as resources provided by required One-Stop partner programs, to deliver core services.*

- a. Montana consistently ensures universal access to the minimum required core services as described in Section 134(d)(2) by providing options to customers for receipt of services. Services are offered: on-site; through electronic access; through remote service options that include electronic/computer access and telephone access; and by referrals for off-site partners including Carl Perkins, Public Assistance, Public Health services, Government and educational agencies and institutions including Job Corps, Refugee Assistance, community based organizations and economic development programs; Adult education and literacy programs, other Montana University System programs; and the National Farmworker Jobs program. Montanans can select from the services available through the many different options listed above. This ensures flexibility for participants and ensures they have access to services.
- b. Montana ensures three-tiered services for labor exchange services for job seekers and employers are accessible and available to all customers at the local level by offering core services in the 3-tiered service delivery strategy in all 23 local Job Service Workforce Centers across the state.
- c. Montana scheduled a facilitated 2-day One-Stop Development meeting for June 2005, with mandatory partners, state agency officials responsible for programs, local and state board members, local elected officials, and others to coordinate the integration of services in Montana's One-Stop System. The US Department of Labor Regional Office, the State Department of Labor and Industry, and the State Board are sponsoring the meeting. The goals are to: develop a common vision for the workforce system in Montana; create a list of best practices for streamlined service delivery and leveraging of funds; agree to mutually support flexibility and innovation at the local level for customized service delivery; and create partnerships that will ensure efficient collaboration and integration of services.

Page 59, Items C.2.

4. *Intensive Services. (§112(b)(17)(a)(i).) Describe State strategies and policies to ensure adults and dislocated workers who meet the criteria in §134(d)(3)(A) receive intensive services as defined.*

Montana's Local Boards and the State have policies requiring that workers who meet the criteria, receive intensive services as defined. The Montana Department of Labor and Industry's Workforce Programs and Oversight Bureau monitors local boards and operators to ensure workers who meet the criteria receive intensive services according to the policies adopted by the local boards and the state.

Addendum to State Plan – Page 64(A)
Page 64, Item C.4.c.

- c. Describe how the State administers the unemployment insurance work test and how feedback requirements (under §7(a)(3)(F) of the Wagner-Peyser Act) for all UI claimants are met.*

Currently, Montana's Unemployment Insurance (UI) Division within the Department of Labor and Industry cross matches UI data with the employment services system to conduct the unemployment insurance work test.

Addendum to State Plan – Page 66(A)
Page 66, Item i.

- i. *Describe the State's strategies to enhance and integrate service delivery through the One-Stop delivery system for migrant and seasonal farm workers and agricultural employers. How will the State ensure that migrant and seasonal farm workers have equal access to employment opportunities through the State's One-Stop delivery system?*
Include the number of Migrant and Seasonal Farmworkers (MSFWs) the State anticipates reaching annually through outreach to increase their ability to access core, intensive, and training services in the One-Stop Career Center System.

Montana anticipates reaching 150 Migrant and Seasonal Farmworkers annually through outreach to increase their ability to access core, intensive, and training services in the One-Stop Career Center System.

Addendum to State Plan – Page 80(A)
Page 80, Item D.1.

D. Performance Management and Accountability. Improved performance and accountability for customer-focused results are central features of WIA. To improve, states need not only systems in place to collect data and track performance, but also systems to analyze the information and modify strategies to improve performance. (See Training and Employment Guidance Letter (TEGL) 15-03, Common Measures Policy, December 10, 2003.) In this section, describe how the State measures the success of its strategies in achieving its goals, and how the State uses this data to continuously improve the system.

*1. Describe the State's performance accountability system, including any state-system measures and the state's performance goals established with local areas. Identify the performance indicators and goals the State has established to track its progress toward meeting its strategic goals and implementing its vision for the workforce investment system. **For each of the core indicators, explain how the State worked with local boards to determine the level of the performance goals.** Include a discussion of how the levels compare with the State's previous outcomes as well as with the State-adjusted levels of performance established for other States (if available), taking into account differences in economic conditions, the characteristics of participants when they entered the program and the services to be provided. Include a description of how the levels will help the State achieve continuous improvement over the two years of the Plan. (§§112(b)(3) and 136(b)(3).)*

The Workforce Programs and Oversight Bureau in the Department of Labor and Industry uses local board and program operator past and current performance information to determine baseline negotiated performance levels for the core indicators that are submitted to the USDOL.

Addendum to State Plan – Page 83(A)
Page 83, Item D.6.

6. *How do the State and local boards evaluate performance? What corrective actions (including sanctions and technical assistance) will the State take if performance falls short of expectations? How will the State and Local Boards use the review process to reinforce the strategic direction of the system? (§§111(d)(2), 112(b)(1), and 112(b)(3).)*

The State evaluates performance in several ways: through oversight, annual monitoring, and quarterly and annual performance reporting. Data validation is conducted on an annual basis to ensure that appropriate documentation exists and that data in the performance reporting system is correct.

Local boards evaluate performance on a quarterly basis by utilizing performance-reporting options in the Management Information System. Performance report handouts are distributed at each board meeting. These reports show levels of performance for each individual service provider and indicate potential problems in meeting performance goals.

The State and local boards continue to review and monitor performance and make technical assistance available to service providers as necessary, in order to continually move toward Montana's vision to integrate services and improve delivery of services within the system.